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Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council

United Nations Assistance Mission in Afghanistan

Report of the Secretary-General

Summary

The present report contains the proposed resource requirements for 2016 for the United Nations Assistance Mission in Afghanistan in the amount of $183,310,000 (net) ($196,528,400 gross).

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I. Overview of the Mission and its future role

1. The United Nations Assistance Mission in Afghanistan (UNAMA) was established pursuant to Security Council resolution 1401 (2002) for an initial period of 12 months. The mandate of the Mission was subsequently extended by the Council in its resolutions 1471 (2003), 1536 (2004), 1589 (2005), 1662 (2006), 1746 (2007), 1806 (2008), 1868 (2009), 1917 (2010), 1974 (2011), 2041 (2012), 2096 (2013) and 2145 (2014). By its resolution 2210 (2015), the Council decided to extend the mandate of UNAMA until 17 March 2016.

2. Afghanistan continues to face significant political, economic and security challenges. In the political sphere, as of July 2015 the process of forming the Cabinet was almost complete, with all but the appointment of the Minister of Defence confirmed. Four members of the Cabinet are women. In addition, 21 of 34 provincial governors were in place, with the remaining 13 serving in a temporary capacity.

3. Regarding the peace and reconciliation process, the President of Afghanistan, Mohammad Ashraf Ghani Ahmadzai, continued efforts for an inter-Afghan dialogue, reaching out to the Taliban for talks. After a series of informal "track 2" interactions, the Government of Afghanistan met directly with representatives of the Taliban in Pakistan in early July.

4. As regards regional cooperation, the Heart of Asia-Istanbul Process continued to play a central role. Its senior officials' meeting was held in Islamabad on 25 May, focused on common security challenges, support for the Afghan peace process and increasing economic connectivity. The energy trade between Central Asia and South Asia also continued to be an important area for regional cooperation, with Afghanistan, Kyrgyzstan, Pakistan and Tajikistan signing the final documents for the Central Asia-South Asia Electricity Transmission and Trade Project in April. In addition, President Ghani has continued regional outreach with high-profile visits to Saudi Arabia in March and the Islamic Republic of Iran and India in April, including to mobilize support for a potential peace process.

5. Electoral reform and preparations for the next parliamentary and district council elections have not yet commenced. A Special Commission on Electoral Reform was established by presidential decree on 21 March but has yet to begin its work. As a result of the absence of a date for parliamentary and district council elections (which were required in 2015 under the Constitution) and electoral reforms, donors reduced their funding for the electoral management bodies. In the meantime, the five-year term of the lower house of Parliament, which was to end on 22 June, has been extended.

6. On 3 April, the Cabinet endorsed an implementation plan for the country's reform agenda, entitled "Realizing Self-Reliance: Commitments to Reforms and Renewed Partnership", put forward at the December 2014 London Conference. The national unity Government identified 26 reforms as priorities, and ministries have announced "100-day plans" outlining their key goals. The Government has begun preparations for the senior officials' meeting in September, which is expected to feature an update on developments and the reform agenda, the consideration of a refreshed Tokyo Mutual Accountability Framework and planning for an expected 2016 ministerial conference.

7. The economy has significantly contracted, owing in part to the uncertainty during the recent political and security transitions, which saw a weakening of investor and consumer confidence. Growth rates have dropped sharply, from 9.9 per cent of gross domestic product (GDP) in 2012 to 3.7 per cent in 2013 and 2 per cent in 2014. Government revenues dropped significantly to an estimated 9.7 per cent of GDP in 2013 and 8.7 per cent of GDP in 2014, and widened Afghanistan's fiscal deficit, which was estimated by the World Bank in 2014 to be $337.0 million. There is concern as to whether the Government has the capacity to generate sufficient revenue to sustain itself, ensure security, deliver key social services and stimulate the licit economy.

8. The illicit sector remains a substantial economic force. The total value of Afghanistan's opium production represents approximately 13 per cent of GDP, while bribery costs, as measured by a 2012 United Nations Office on Drugs and Crime (UNODC) survey, are roughly equivalent to 20 per cent of GDP. Those factors distort the prospects for both equitable economic growth and improvements in revenue performance. While World Bank projections indicate potential for increased growth in the medium term, they depend on the stable development of the political and security sectors.

9. In 2015, the overall human rights situation remained consistent with the trends documented in 2014. The Government continued its endeavours to meet its obligations on women's and children's rights, including through the implementation of the law on the elimination of violence against women, including new regulations for mediation procedures, policies against sexual harassment in the public sector, and action plans with respect to the gender integration strategy of the Ministry of the Interior and Security Council resolution 1325 (2000). The Government's efforts to address torture and ill treatment of detainees was demonstrated through its adoption of a national plan on the elimination of torture and steps taken to ratify the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment in response to the Mission's February 2015 report on torture and ill treatment of conflict-related detainees.

10. The security situation in 2015 deteriorated significantly in the first five months of the year, with 9,682 incidents, reflecting an increase of almost 10 per cent compared with the same period in 2014. There was a significant rise in civilian casualties, with a 17 per cent increase in the first five months of 2015 compared with 2014 and the highest number of civilian casualties recorded for similar periods since 2009. Armed opposition groups succeeded in placing the Afghan National Security Forces under significant pressure, specifically in Faryab, Helmand, Kunar, Badakhshan, Kunduz and Nangahar provinces, and particularly since the start of the Taliban's spring offensive on 24 April 2015. The Afghan National Security Forces have mounted large-scale offensive/clearance operations in Helmand, Kandahar, Zabul and Nangahar provinces, but armed opposition groups have demonstrated some resilience. The spring offensive involved high-profile attacks by anti-Government elements, including in the capital.

Cooperation with other entities

11. The Mission works closely with the United Nations country team to establish coherence, coordination, efficiency and alignment among its programmes and with the Government's national priority programmes, as reflected in the 2015-2019

United Nations Development Assistance Framework. In providing support to the Government, UNAMA works with the United Nations country team, particularly in the areas of the rule of law and governance, with the Mission focusing on the provision of policy support while the relevant United Nations agencies, funds and programmes focus on operational issues and programmatic activities, including capacity-building.

12. The Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) leads the coordination of the United Nations agencies, funds and programmes in Afghanistan, on the basis of the 2015-2019 United Nations Development Assistance Framework and the 2015 humanitarian response plan, and is supported by the Office of the Resident Coordinator and the Office for the Coordination of Humanitarian Affairs. Mission integration is reflected in the Framework, particularly in terms of elections, governance, the rule of law and human rights. In the area of electoral support, for example, UNAMA provides political leadership through its good offices role and the United Nations Development Programme (UNDP) provides technical assistance. The Mission and the United Nations country team share some common services to realize cost savings. Additional information on substantive project activities implemented by UNAMA in conjunction with the United Nations agencies, funds and programmes is provided in annex III.

13. UNAMA also works closely with the United Nations Regional Centre for Preventive Diplomacy for Central Asia to support efforts to facilitate dialogue and cooperation between Afghanistan and other Central Asian countries. The Mission also cooperates with regional bodies and organizations to support dialogue to assist Afghan-led reconciliation, counter-narcotics activities and socioeconomic development with other Member States of the region.

14. The security management team, led by the Special Representative of the Secretary-General as the designated official, comprises the Department of Safety and Security, UNAMA and the United Nations agencies, funds and programmes. It addresses common security management and services, including the coordination of security arrangements on a cost-sharing basis at multi-agency compounds, and oversees common security standards for offices, emergency procedures, aviation and road movements.

15. The Kuwait Joint Support Office has been operating since December 2012 to advance inter-mission cost-sharing arrangements between UNAMA and the United Nations Assistance Mission for Iraq (UNAMI). Details about the work of the Support Office are provided in section III.B below.

Priorities for 2016 and planning assumptions

16. Afghanistan will continue to face significant political, economic and security challenges, with reduced external assistance. Promoting political unity and stability will be crucial for ensuring the implementation of the Government's ambitious reform agenda. Electoral and constitutional reforms as well as parliamentary and district council elections in 2016 may exacerbate underlying tensions. The peace process may gain some traction. Regional dynamics will remain vital for the success of any process, and also for economic growth. Tackling corruption and the illicit economy will continue to pose challenges, including with respect to revenue collection and the rule of law.

17. The security situation is likely to remain volatile, and armed opposition groups will continue to test the capacity of the Afghan forces. A few district centres will remain outside government control, and others could potentially be temporarily held by armed opposition groups. The cohesiveness of the Taliban may be tested by more radical groups. The impact of armed groups engaging in criminal activities will affect security adversely and United Nations operations.

18. Fiscal sustainability and revenue collection will continue to be affected by insecurity. Concurrently, opium production will likely increase, fuelling corruption and the illicit economy. Decreasing donor funding will hinder the Government's ability to meet development and security priorities.

19. The protection of civilians in armed conflict will remain a critical concern. Violations of human rights and international humanitarian law and abuses by parties to the conflict will remain a source of potential conflict escalation and a threat to civilians. Impunity and lack of accountability are expected to have a negative impact on State institutions and the rule of law. Nevertheless, the Government's stated commitment to advance the rule of law and economic development and to implement fiscal and legal changes may lead to progress in those areas.

20. The Mission will further align its Mission Support structure with the service delivery model of the global field support strategy. In addition to compliance with the requirements of the International Public Sector Accounting Standards (IPSAS), the Mission will be compliant with Umoja systems and processes. UNAMA plans to integrate its supply chain and warehousing functions. In addition, service delivery, operational and administrative support functions will be consolidated.

Strategic priorities and plans for 2016

21. The Mission's strategic priorities will be based on Security Council resolution 2210 (2015), by which the Council decided to extend the mandate of the Mission until 17 March 2016. Guided by the principles of Afghan sovereignty, leadership and ownership, the Mission will continue, subject to the outcome of the Security Council-mandated "examination," to focus on the following three priorities:

(a) Political support: the Mission will provide outreach and good offices support to Afghan-led and owned peace processes, at the request of and in close consultation with the Government. UNAMA will monitor the implementation of the Afghan Peace and Reintegration Programme, providing appropriate support to the Government and, specifically, the peace and reconciliation initiatives of the High Peace Council with civil society, political groups, armed opposition groups, religious scholars and women at the national, provincial and district levels. It will support Afghan-led electoral reforms and Afghan electoral management bodies in the implementation of measures necessary to improve the integrity, inclusiveness and sustainability of the electoral process and institutions, including by: (i) providing good offices to support the preparations for and conduct of parliamentary and district council elections; (ii) supporting transparent, inclusive and credible elections; and (iii) encouraging and coordinating support from donors and the broader international community. The Mission will also promote bilateral and multilateral political dialogue between Afghanistan and its neighbours and, in particular, the Heart of Asia-Istanbul Process confidence-building measures;

(b) Human rights: UNAMA, with the support of the Office of the United Nations High Commissioner for Human Rights (OHCHR), will promote the advancement of human rights. This will entail research, public reporting, advocacy and engagement in strategic partnerships, as well as dialogue with an array of stakeholders. UNAMA will focus on five priority areas: (i) monitoring and advocating with all parties to the conflict for the protection of civilians, in accordance with international humanitarian law, with a special focus on children in armed conflict; (ii) reporting on and advocating the elimination of violence against women and improved access to justice for women; (iii) work to improve detention practices through support for the Government in implementing its national action plan on the elimination of torture; (iv) cooperating with and strengthening the capacity of the Afghanistan Independent Human Rights Commission; and (v) work with civil society to promote the implementation of the national and provincial road maps for peace developed by the Afghan People's Dialogue on Peace;

(c) Development coherence: UNAMA will promote coherent and coordinated support on the part of the international community for the Government's national development strategy that promotes the objectives of the transformation decade. The Mission will continue to advocate predictable and balanced financial commitments and support efforts to increase mutual accountability and the transparency and effectiveness of aid use. It will advocate commitments made in the Government's "Realizing Self-Reliance" paper, presented at the London Conference in December 2014. In preparation for the 2016 ministerial conference for Afghanistan, UNAMA will support the Government-led policy dialogue with development partners and facilitate civil society participation. The Mission will facilitate the coordination of policy development and partnerships, including in the rule of law and governance areas, to foster an environment more conducive to economic development and private sector investment.

22. Following the adoption of resolution 2210 (2015), in which the Security Council requested a full examination of the role, structure and activities of all United Nations entities in Afghanistan, UNAMA initiated a review on behalf of the Secretary-General through a tripartite working group, co-chaired by the Mission and the Government and with the participation of the international stakeholders. The working group will consider the principles guiding United Nations engagement in Afghanistan, including an assessment of its role, structure and activities, and will inform the report of the Secretary-General to the Security Council. The portfolio review of assistance provided by the United Nations family and bilateral actors will help to inform the deliberations of the working group.

23. The Mission's field offices will support the implementation of its mandate through outreach to local stakeholders. They will provide good offices support, as appropriate, to Afghan-led and -owned peace initiatives at the local level; advocate, monitor and report on human rights issues; and provide the Mission's headquarters with reporting and analysis on relevant developments and trends. In addition, they will work with United Nations agencies, funds and programmes to coordinate, facilitate and report on humanitarian needs and interventions and to negotiate humanitarian access.

II. Mission mandate and planned results

Table 1
Performance information for 2015

Expected accomplishment

(a) The sociopolitical environment is increasingly conducive to sustainable peace and stability

Planned indicators of achievement	Actual indicators of achievement
(i) Enhanced political outreach, including through the implementation of the recommendations of the Consultative Peace Jirga *Performance measures* The High Peace Council and the provincial peace councils will continue to be actively engaged in outreach, confidence-building, negotiation and grievance resolution. The ability of the provincial joint secretariat teams to develop small grant projects will be further enhanced. The Afghan Peace and Reintegration Programme will provide support to reintegrees and community development projects Number of reintegrees supported by the Afghan Peace and Reintegration Programme (2013: 1,612; 2014: 1,716; 2015: 1,700) Number of community development projects supported by the Afghan Peace and Reintegration Programme (2013: 589; 2014: 2,200; 2015: 3,000)	*Is it likely that the target will be achieved by the end of 2015?* Partially *Actual accomplishments achieved from January to May 2015* In the first three months of 2015, 502 militants were reintegrated. Owing to the protracted process of government formation in 2014, no community development projects were implemented. Afghan Peace and Reintegration Programme resources for the first quarter of 2015 were approved by donors in February. The provincial peace councils cited difficulties with funds disbursement *Projected accomplishments to be achieved between June and December 2015* The Government's likely restructuring of the High Peace Council is expected to enhance its capacity for outreach, confidence-building, negotiation and grievance resolution. The number of reintegrees supported by the Afghan Peace and Reintegration Programme is contingent upon progress in peace talks; the target number may be reached. Reaching the target of 3,000 community development projects is unlikely given the restructuring of the Council
(ii) Implementation of confidence-building measures to increase dialogue among communities to redress past grievances *Performance measures* Number of high-level former combatants reconciled with the Government who are afforded security guarantees by the Afghan security forces (2013: 4; 2014: 1; 2015: 4)	*Is it likely that the target will be achieved by the end of 2015?* Possibly *Actual accomplishments achieved from January to May 2015* Of the 4 targeted high-level former combatants, 1 was reconciled, a rate attributed in part to the protracted political and peace process

	Projected accomplishments to be achieved between June and December 2015 Reconciliation of the 3 remaining high-level former combatants will depend on the domestic political and security environment
(iii) Reduced number of internal, intra-Afghan and provincial conflicts, such as tribal conflicts, land disputes, ethnic conflicts, conflicts among political parties and disputes over government appointments	*Is it likely that the target will be achieved by the end of 2015?* Possibly
Performance measures Number of deconfliction initiatives undertaken through UNAMA good offices and political outreach (2013: 77; 2014: 62; 2015: 75)	*Actual accomplishments achieved from January to May 2015* 18 local-level peace and reconciliation activities have taken place, a rate reflecting the impact of insecurity and the delays in official appointments to key provincial posts
	Projected accomplishments to be achieved between June and December 2015 Completion of targeted activities will depend largely on the effectiveness of the restructured High Peace Council and provincial peace councils
(iv) Increased government engagement in the implementation, planning and funding of elections in Afghanistan, including in its efforts to strengthen their sustainability, integrity and inclusiveness	*Is it likely that the target will be achieved by the end of 2015?* Possibly
Performance measures Parliamentary and district council elections will be conducted in accordance with an Independent Election Commission calendar. Electoral reforms will be undertaken in line with the agreement establishing the national unity Government. UNAMA and the UNDP ELECT II project will continue to provide technical assistance, as requested by the Government and the electoral management bodies, to help consolidate electoral capacity and improve the integrity, inclusiveness and sustainability of the next elections	*Actual accomplishments achieved from January to May 2015* UNAMA and UNDP Enhancing Legal and Electoral Capacity for Tomorrow-Phase II (ELECT II) provided assistance, as requested by the Government of Afghanistan and the electoral management bodies. The newly established Special Commission on Electoral Reform has yet to start its work
	Projected accomplishments to be achieved between June and December 2015 Further progress is contingent on the Special Commission on Electoral Reform beginning its work and the electoral calendar being in place. UNAMA has been asked to advise the Commission. UNDP ELECT II ceased operations on 31 July owing to reduced donor funding, which reflected their concerns over the lack of electoral reforms and dates for elections. Parliamentary and district council elections will not take place in 2015

Expected accomplishment

(b) Progress towards reform of the Afghanistan security sector and the rule of law

Planned indicators of achievement	Actual indicators of achievement
(i) Improved accountability and responsiveness of the Afghan National Police to communities, particularly the provision of access to justice for women and children	*Is it likely that the target will be achieved by the end of 2015?* Partly
Performance measures Issuance of strategies and plans for community policing led by the Ministry of the Interior – Community consultation will be institutionalized in 19 districts and safety outreach programmes undertaken in another 19 districts – Programmes on community consultation and safety outreach will be included in the Afghan National Police training curriculum, and staff will be trained to deliver the programmes	*Actual accomplishments achieved from January to May 2015* – 88 district-level community consultations were held in 9 provinces, and 18 safety outreach programmes were undertaken in 5 provinces – UNAMA supported the development of the Community Consultation Manual and the training curriculum for the General Training Command and Police Development Board of the Ministry of the Interior *Projected accomplishments to be achieved between June and December 2015* – UNAMA will provide consultations, monitoring and evaluation in support of 10 schools/safety outreach events in 2 provinces and community police consultations in 3 districts in Baghlan province; 36 follow-up community consultation training workshops conducted
Establishment of systems and mechanisms to institutionalize police-community partnerships, with an emphasis on the role of women police – Guidance will be provided for the development of manuals to assist the expansion of the policewomen's councils to all 34 provinces and the establishment of a national council. The family response unit will be strengthened through mentoring and the formulation of standard operating procedures. Advice will be provided for the formalization of the complaints mechanism of the Ministry of the Interior to protect policewomen. Public awareness of the roles of policewomen will be promoted through community engagement Number of provincial policewomen's councils established (2013: 4; 2014: 6; 2015: 24)	*Actual accomplishments achieved from January to May 2015* – 20 provincial policewomen's councils established, bringing the national total to 30 – In Kabul, a joint workshop of the Ministry of the Interior and the international community, including UNAMA, endorsed the Ministry's action plan on the integration of women into the Afghan National Police. UNAMA monitored the training of 56 national personnel on the prevention of violence against women. The Government took steps to establish a rights-based independent and confidential complaint mechanism for incidents of sexual harassment within the Afghan National Police. Eight community outreach events were organized

	Projected accomplishments to be achieved between June and December 2015 – Insecurity may preclude the establishment of policewomen's councils in all provinces. A National Policewomen's Council was established by the Ministry of the Interior. UNAMA supports the convening of a conference of national policewomen's councils
(ii) Adoption of laws and other legal instruments	*Is it likely that the target will be achieved by the end of 2015?* No
Performance measures The penal code will be submitted to the National Assembly; the criminal procedure code guidelines will be approved; the National Assembly will adopt the land management law, the expropriation law, the chamber of commerce law, the prison law and amendments to the access to information law; the Council of Ministers will approve the policy on usurped land recovery and restitution; the private investment policy will be implemented incrementally	*Actual accomplishments achieved from January to May 2015* All listed priority laws and amendments are pending finalization with the Ministry of Justice. Drafting and revision continued on provisions for the elimination of violence against women, moral crimes and land usurpation. The Council of Ministers approved the policy on usurped land recovery and restitution. UNAMA hosted a workshop on the criminalization of land usurpation and State land distribution reform *Projected accomplishments to be achieved between June and December 2015* The Afghanistan Land Authority, with advice from UNAMA, revises the 2007 land policy. It is launched at a conference organized by the Authority and UNAMA
(iii) Improved coordination of the justice sector	*Is it likely that the target will be achieved by the end of 2015?* No
Performance measures The provincial justice coordination meeting forum will be operational in 34 provinces and is supported by UNAMA. UNAMA will issue two thematic reports, on land usurpation and the State land distribution system, prepared in consultation with justice sector stakeholders, in order to improve the coordination and implementation of land-related policies and laws Number of provinces in which the provincial justice coordination meeting forum is operational (2013: 30; 2014: 32; 2015: 34)	*Actual accomplishments achieved from January to May 2015* Provincial justice coordination meetings were held in 25 provinces. UNAMA issued the second report on land issues that recommended a comprehensive revision of the 2007 land policy *Projected accomplishments to be achieved between June and December 2015* Provincial justice coordination meetings may meet periodically or cease, subject to security. A third land report issued

(iv) Improved conditions in Afghan detention facilities and correction centres	*Is it likely that the target will be achieved by the end of 2015?* No
Performance measures Implementation of case management process commences in all prisons and detention centres Sustained implementation of the 126 operational directives will be realized in all prisons and detention centres. The remaining 47 operational directives and their implementation countrywide will be reassessed. A memorandum of understanding between the Ministry of Public Health and the Ministry of the Interior to be implemented to ensure delivery of basic health services to all detainees	*Actual accomplishments achieved from January to May 2015* All prison officials trained on the implementation of the 126 operational directives. The Supreme Council of Prisons ordered the Ministry of Public Health and the Ministry of the Interior to sign a memorandum of understanding on medical services *Projected accomplishments to be achieved between June and December 2015* Some of the 126 directives will be promulgated to junior officers. The above-mentioned memorandum may be signed

Expected accomplishment

(c) Increased respect for human rights in Afghanistan

Planned indicators of achievement	**Actual indicators of achievement**
(i) Strengthened efforts to combat violence against women	*Is it likely that the target will be achieved by the end of 2015?* Yes
Performance measures Increased implementation of the law on the elimination of violence against women – UNAMA reporting and advocacy, including the publication of a report on women's rights, will focus on promoting the full implementation of the law on the elimination of violence against women and related regulations and mechanisms, which will reduce harmful practices – There will be strengthened implementation of the law through increased use of its provisions and accountability with respect to cases involving violence against women, resulting in the implementation of at least 10 recommendations of the UNAMA report	*Actual accomplishments achieved from January to May 2015* – The Government of Afghanistan raised public awareness of harmful traditional practices and legal protections for women affected by violence. The Ministry of Women's Affairs and provincial governors organized public awareness activities in 34 provinces – The Government committed to developing a regulation to standardize mediation practices in accordance with the law on the elimination of violence against women *Projected accomplishments to be achieved between June and December 2015* – Continuation of the Government's awareness campaigns. A draft regulation on the elimination of sexual harassment in the public sphere and the work environment is endorsed – A regulation on mediation of violence against women cases is adopted

Increased capacity of the Government and civil society to support gender mainstreaming in national policies and programmes

- UNAMA will continue to advocate decision-making positions for women in the new national unity Government. UNAMA will work with civil society to develop lessons learned from the 2014 elections in order to further improve women's participation and the inclusion of gender issues in the planned parliamentary elections. The Government will be assisted in the preparation, implementation, coordination and monitoring of plans for gender-related aspects of its reform agenda as articulated at the London Conference

(ii) Improved respect for international human rights and humanitarian laws ensuring the protection of civilians in armed conflict

Performance measures

UNAMA monitoring and advocacy efforts, including over 50 consultations with community and civil society representatives and the issuance of two public reports on the protection of civilians and other bilateral advocacy efforts, will lead to the dedication of sustained or increased resources to the protection of civilians from armed conflict through various means, including counter-improvised explosive device capability and structures of the Afghan National Security Forces; clearance of explosive remnants of war; and revision of codes of conduct and directives to increase compliance with international humanitarian law by the Taliban

Number of UNAMA consultations with community and civil society representatives

(2013: >50; 2014: >50; 2015: >50)

Actual accomplishments achieved from January to May 2015

- Four female ministers appointed to the Cabinet (two more than previously)

Projected accomplishments to be achieved between June and December 2015

- Nomination of a female candidate to the Supreme Court considered by Parliament
- Adoption of the national action plan on Security Council resolution 1325 (2000) on women and peace and security

Is it likely that the target will be achieved by the end of 2015?

Yes

Actual accomplishments achieved from January to May 2015

123 consultations were held between UNAMA and civil society representatives. UNAMA released its 2014 annual report on the protection of civilians and a quarterly update

The counter-improvised explosive device capacity of the Afghan National Security Forces was strengthened through technical support and training by the international forces of the Resolute Support Mission led by the North Atlantic Treaty Organization (NATO). NATO continued with the finalization of the clearance of firing ranges

The Taliban definition of "civilian" remains inconsistent with the definition under international humanitarian law. The Taliban have stated their commitment to the full protection of women's rights in accordance with Sharia law. Civilian casualties have increased compared with 2014, with over 70 per cent attributed to anti-Government elements, including primarily the Taliban

Projected accomplishments to be achieved between June and December 2015

The mapping and clearance of sites where international forces may have contaminated an area with explosive remnants of war progressed. Reduction in civilian casualties from ordnance on high-explosive firing ranges. The midyear report on the protection of civilians released

(iii) Improved respect for the human rights of conflict-related detainees

Performance measures

Monitoring, reporting and advocacy efforts, including through the issuance of 1 public report on the treatment of conflict-related detainees, will support Afghan institutions in increasing accountability and strengthening protections of the human rights of detainees. UNAMA will continue to monitor and support the Government's efforts to implement the presidential decree on detentions and any other remedial measures the Government puts in place to address torture and ill treatment upon arrest and in detention. UNAMA will continue to advocate the creation of a national preventive mechanism

Is it likely that the target will be achieved by the end of 2015?

Yes

Actual accomplishments achieved from January to May 2015

Following the UNAMA report entitled "Update on the treatment of conflict-related detainees in Afghan custody: accountability and implementation of presidential decree 129", the Government announced that it would develop a national plan on the elimination of torture, which envisages legislative reform, more rigorous respect for existing laws, training and awareness-raising, and accountability of perpetrators. The Subcommittee on Prevention of Torture offered to assist the Government in the ratification of the Optional Protocol to the Convention against Torture and the potential creation of a national preventive mechanism. The Government tasked the National Security Adviser and Second Vice-President with preparing an action plan to support the implementation of the national plan, with technical assistance from the Afghanistan Independent Human Rights Commission, Afghan civil society, including defence lawyers, and UNAMA

Projected accomplishments to be achieved between June and December 2015

A national steering committee further develops and begins implementation of the national plan. Afghanistan moves ahead with ratifying the Optional Protocol to the Convention against Torture and possibly withdraws its reservations regarding the Convention

(iv) Strengthened efforts to address transitional justice and impunity

Performance measures

UNAMA will continue to advocate the promotion of an inclusive, rights-based, just and accountable peace process by supporting the advocacy efforts of Afghan civil society and the Afghanistan Independent Human Rights Commission. The focus will be on advocacy of the recommendations and findings of all 34 local road maps for peace and the national-level findings. UNAMA will also strengthen monitoring and advocacy on peacebuilding initiatives and efforts aimed at preventing impunity and blanket amnesty for human rights violations. UNAMA will promote the participation of marginalized groups in peace processes

Is it likely that the target will be achieved by the end of 2015?

Yes

Actual accomplishments achieved from January to May 2015

Following the national conference of the Afghan People's Dialogue on Peace, the Government committed to supporting the findings and recommendations of the Dialogue outlined in 34 provincial road maps for peace

Projected accomplishments to be achieved between June and December 2015

Advocacy efforts on the part of Afghan civil society lead to the Government's realization of some of the recommendations of the Afghan People's Dialogue on Peace

(v) Adoption of instruments and establishment of mechanisms to protect children affected by armed conflict, in line with Security Council resolutions 1612 (2005) and 1882 (2009)	*Is it likely that the target will be achieved by the end of 2015?* Yes
Performance measures The Government's Inter-Ministerial Steering Committee on Children and Armed Conflict will continue to make progress in implementing the action plan and the agreed road map with technical assistance and guidance from UNAMA. The upper house of the National Assembly and the President will approve legislation criminalizing underage recruitment and the use of child soldiers. Focused countrywide monitoring and reporting on grave child rights violations and use of the comprehensive global guidance note on attacks against schools and hospitals will inform UNAMA advocacy with interlocutors to increase child protection	*Actual accomplishments achieved from January to May 2015* The President endorsed the law prohibiting child recruitment into the Afghan National Security Forces, which was disseminated to all Afghan National Security Forces recruitment centres *Projected accomplishments to be achieved between June and December 2015* The Government's Inter-Ministerial Steering Committee on Children and Armed Conflict makes progress in implementing the road map towards compliance with the support of UNAMA. The Mission and partners conduct monitoring and reporting on grave child rights violations, which will inform advocacy with interlocutors

Expected accomplishment

(d) Increased effectiveness of development and humanitarian assistance provided to Afghanistan and improvement of Afghan institutions, with a focus on subnational governmental structures

Planned indicators of achievement	**Actual indicators of achievement**
(i) Increased effectiveness of the United Nations Development Assistance Framework and strengthened integration and coherence throughout the United Nations system, with a focus on alignment with government development priorities	*Is it likely that the target will be achieved by the end of 2015?* Yes
Performance measures The review of the United Nations Development Assistance Framework for 2015-2019 with the Government of Afghanistan will be completed. The joint Government-United Nations steering committee to guide the work of the United Nations within the Framework in 2015 will be initiated. The evaluation of the current Framework will be completed and the results used to guide discussions with the Government and donors	*Actual accomplishments achieved from January to May 2015* After the Government was formed, the United Nations Development Assistance Framework was tabled for review, after which focus changed to a portfolio review (examining all development partners' activities in the light of government priorities). Development of integrated annual workplans for 2015 to guide the programme work of United Nations agencies, funds and programmes commenced

	Projected accomplishments to be achieved between June and December 2015 The United Nations engages with line ministries on their 100-day plans. Drawing on the proposed United Nations Development Assistance Framework, the integrated annual workplans for each Framework pillar, with indicative resource allocations, will be finalized and shared with government counterparts. On the mandated examination of the role and responsibilities of the United Nations in Afghanistan, the review is conducted through a tripartite working group co-chaired by the Government of Afghanistan and UNAMA, with representation of the international community
(ii) Extension of national programmes to provinces	*Is it likely that the target will be achieved by the end of 2015?* Uncertain
Performance measures The second phase of the public administration reform programme, addressing 22 provincial municipalities, will be fully implemented. UNAMA will continue to support and facilitate the implementation of municipality reforms by coordinating donors' technical and financial support for the process through the subnational governance and reform capacity-building coordination forum. UNAMA will continue to support local authorities and civil society through 30 workshops on coherent governance and service delivery at the provincial and district levels Number of UNAMA workshops provided on coherent governance and service delivery at provincial and district levels (2013: 0; 2014: 23; 2015: 30)	*Actual accomplishments achieved from January to May 2015* The second phase of the public administration reform programme was completed in 11 municipalities. The presidential decree prohibiting civil servant recruitment lapsed in May 2015 *Projected accomplishments to be achieved between June and December 2015* The reform agenda and guidelines of the new leadership of the Independent Directorate of Local Governance inform and advance the implementation of the reform process for the remaining municipalities. Along with reforms, UNAMA extends its schedule of workshops beyond the Central Region's six provinces to an additional six provinces. The target number of 30 workshops may be achieved
(iii) Improved ability of the Government of Afghanistan to identify and implement anti-corruption measures	*Is it likely that the target will be achieved by the end of 2015?* Yes

Performance measures

Technical assistance will be provided to the Government for the preparation, implementation, coordination and monitoring of plans for anti-corruption measures included in the reform agenda articulated at the London Conference. UNAMA will continue to provide technical assistance to provincial councils and civil society to strengthen the implementation of anti-corruption measures and the transparency of subnational oversight mechanisms

Actual accomplishments achieved from January to May 2015

UNAMA provided policy advice to provincial councils in order to strengthen their oversight and public accountability role. With the Independent Directorate of Local Governance and UNDP, UNAMA launched a joint provincial council support initiative to strengthen collaboration and coordination among provincial councils and provincial line departments

UNAMA provided policy advice to the technical working groups of the Independent Joint Anti-Corruption Monitoring and Evaluation Committee. The Committee completed a mission to Afghanistan and released a report. The Government committed to implementing all recommendations of the Committee

Projected accomplishments to be achieved between June and December 2015

Policy advice provided to provincial councils to strengthen their oversight and public accountability role. UNAMA envisages the conduct of 60 provincial council and provincial administration workshops

Two missions of the Independent Joint Anti-Corruption Monitoring and Evaluation Committee to review progress made by ministries in the implementation of previous recommendations and to develop new recommendations

(iv) Establishment and implementation of mechanisms to promote a more accountable and effective civil service, including at the subnational level

Is it likely that the target will be achieved by the end of 2015?

No

Performance measures

- Number of civil servants with Afghan Civil Service Institute core competency training

  (2013: 2,375; 2014: 2,975; 2015: 2,580)

- Establishment of district coordination councils in accordance with the national policy for improving governance and development in districts and villages: a policy decision will be taken on the establishment of the initial 195 district coordination councils

- Number of deputy provincial governors annually recruited through the merit-based appointment process

  (2013: 2; 2014: 0; 2015: 0)

Actual accomplishments achieved from January to May 2015

- Out of 2,580 civil servants who were to receive core competency training in the Afghan Civil Service Institute in 2015, only 570 were trained

- The establishment of the initial 195 district coordination councils was affected by the protracted political process. The new Government prioritized reforms of institutions over the establishment of councils

- 21 of the 34 provincial governors have been appointed

– Number of district governors annually recruited through the merit-based appointment process (2013: 90; 2014: 85; 2015: 80)	
	Projected accomplishments to be achieved between June and December 2015 – The presidential decree prohibiting civil servant recruitment lapsed in May 2015. The recruitment of new civil servants and the implementation of some reform initiatives, including the establishment of district coordination councils, is expected – The Independent Directorate of Local Governance plans to launch pilot district coordination councils through the National Area-Based Development Programme and examine the feasibility of rolling out the programme in coming years. District council elections are to be scheduled

Expected accomplishment

(e) Enhanced implementation of the Afghanistan national development strategy benchmarks, London and Kabul Conference benchmarks and national priority programmes

Planned indicators of achievement	**Actual indicators of achievement**
(i) Strengthened collaboration between the Government of Afghanistan and the international community in determining and implementing priorities through the Joint Coordination and Monitoring Board, including support for the implementation of national priorities as part of the Kabul process	*Is it likely that the target will be achieved by the end of 2015?* Yes — subject to the revision and streamlining of national priority programmes by the end of the year
Performance measures The updating of the Tokyo Mutual Accountability Framework will be completed. Support will be provided for streamlined national priority programme development and review of the related coordination mechanisms, including sectoral development clusters, to enhance the implementation of national development plans	*Actual accomplishments achieved from January to May 2015* Consultations were held between the Government and development partners on the processes and timelines for the September senior officials' meeting and the updating of the Tokyo Mutual Accountability Framework. Following the December 2014 London Conference, a comprehensive plan was prepared covering processes of planning, coordination, monitoring and reporting on the implementation of the Government's "Realizing Self-Reliance" agenda. It was approved by the Cabinet, and work commenced to develop action plans in consultation with various ministries and agencies The Government identified the streamlining of national priority programmes as one of 26 priority actions on which it will focus in advance of the senior officials' meeting

	Projected accomplishments to be achieved between June and December 2015 The revised Tokyo Mutual Accountability Framework is expected to be finalized. The national priority programme-related target depends on the Government's decision on the final number (from 22 to 10 or 12) and the content of streamlined national priority programmes. Accordingly, the coordination structure of the programmes will be revised
(ii) Strengthened government capacity to conduct effective donor coordination, and increased ability to manage, evaluate and monitor aid effectiveness at the national and subnational levels *Performance measures* Progressive alignment of development assistance with government priorities will be pursued, including the assessment of options for integrating New Deal principles of aid effectiveness to support the implementation of the aid management policy	*Is it likely that the target will be achieved by the end of 2015?* Yes *Actual accomplishments achieved from January to May 2015* Preliminary official development assistance (ODA) data analysed by the Ministry of Finance and reported to donors at the forum for heads of donor agencies suggests that the 50 per cent on-budget target for ODA was reached in 2014 and that only 9 per cent of both ODA commitments and disbursements could not be aligned with Afghanistan National Development Strategy clusters. The New Deal country fragility assessment commenced *Projected accomplishments to be achieved between June and December 2015* The refreshed Tokyo Mutual Accountability Framework will reflect donors' and Governments' co-commitments to aid effectiveness. The New Deal country fragility assessment is completed
(iii) Establishment of a fully functional monitoring and evaluation framework for the implementation of government priorities *Performance measures* Finalization of the Government's reform action plan will lead to a review of aid portfolios and identification of phased development priorities in line with overall priorities for the transformation decade. To promote accountability, civil society will be included in the national development dialogue and in the senior officials' meeting on the Tokyo Mutual Accountability Framework	*Is it likely that the target will be achieved by the end of 2015?* Yes *Actual accomplishments achieved from January to May 2015* The reform action plans were approved by the Cabinet, and preparation commenced on the detailed implementation plans for each commitment and for refining a reporting and monitoring mechanism. The Government committed to engaging civil society in reviewing the plans. The President's Office engaged bilateral donors on a series of thematic discussions on the aid agenda, based on the donors' portfolio review. A similar process was conducted with UNAMA and a selection of United Nations agencies, in which the

	Government emphasized interest in capacity- and institution-building, as well as its evolving national development priorities
	UNAMA supported civil society engagement in national development and governance policy dialogue
	The Afghanistan Institute for Civil Society was launched, with a view to increasing the credibility of civil society by certifying local organizations against locally defined and internationally recognized standards. It worked with international donors/ organizations to standardize civil society capacity-building training
	Projected accomplishments to be achieved during June to December 2015
	The Government presents progress on reforms of the Tokyo Mutual Accountability Framework at the senior officials' meeting, which will bring together government entities, development partners and civil society to endorse a refreshed mutual accountability framework
	The civil society mapping exercise will be expanded throughout the country

Objective, expected accomplishments and indicators of achievement for 2016

24. The objective, expected accomplishments, indicators of achievement and performance measures for the mission are set out below.

Table 2
Objective, expected accomplishments, indicators of achievement and performance measures for 2016

Objective: To promote peace and stability in Afghanistan

Expected accomplishments	**Indicators of achievement**
(a) The sociopolitical environment is increasingly conducive to sustainable peace and stability	(a) (i) Political outreach with all actors to support the Afghan-led peace and reconciliation process, implemented through the High Peace Council and associated bodies
	Performance measures
	Target: The High Peace Council and associated bodies actively engage in outreach, confidence-building, negotiation and grievance resolution
	The Afghanistan Peace and Reintegration Programme, provincial joint secretariat teams or their successors provide effective support for the reintegration of former combatants and associated projects

(ii) Increased inter- and intra-community dialogue at the local level, including with women, to promote peace and stability

Performance measures

Number of gatherings of local community representatives conducted by UNAMA [new measures]

Target 2016: 11

(iii) Reduced number of intra-Afghan and local conflicts such as tribal conflicts, land disputes, ethnic conflicts, conflicts among political parties and disputes over government appointments

Performance measures

Number of deconfliction initiatives undertaken through UNAMA good offices and political outreach

Actual 2014: 62

Estimate 2015: 75

Target 2016: at least 60

(iv) Increased government engagement in the implementation and planning of elections, including efforts to strengthen their sustainability, integrity and inclusiveness

Performance measures [new measures]

Target 2016: the capacity of the Government to conduct elections is consolidated in line with its reform agenda "Realizing Self-Reliance"

Electoral reforms are undertaken in line with the agreement establishing the national unity Government

Parliamentary and district council elections are conducted in accordance with an Independent Election Commission calendar

(v) Increased regional cooperation activities and confidence-building measures

Performance measures

Number of regional technical group meetings

Actual 2014: 2

Estimate 2015: 6

Target 2016: 6

	Number of senior officials' meetings
	Actual 2014: 3
	Estimate 2015: 3
	Target 2016: 3
	A ministerial conference on the Istanbul Process held to review the progress of confidence-building measures [new measure]

Outputs

- Provision of good offices to the Government of Afghanistan at the national and subnational levels to enhance peace and stability, including police advice to increase effectiveness of the Afghanistan Peace and Reintegration Programme
- Facilitation of the Afghanistan Peace and Reintegration Programme joint secretariat and the High Peace Council, as well as ministries, line departments and civil society, through good offices
- Facilitation of 11 local gatherings to promote peace and stability across Afghanistan
- Facilitation of greater involvement of women in local peace initiatives
- Provision of good offices and political outreach to support and facilitate 60 deconfliction initiatives
- Provision of good offices and facilitation of technical assistance from the Electoral Assistance Division of the Department of Political Affairs to support electoral efforts, including reforms, as requested by the Government and the electoral management bodies
- Coordination of international political support for electoral efforts in conjunction with UNDP through core group meetings
- Provision of advice and support to Afghan institutions on regional cooperation, and regular outreach to neighbouring countries, regional bodies and regional meetings to foster cooperation and promote stability and economic development in Afghanistan
- Facilitation of engagement of the broader United Nations system through regional technical group meetings, supported by Heart of Asia-Istanbul Process senior official meetings to implement confidence-building measures

External factors

25. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) stakeholders maintain the necessary political and financial support, taking into account that the coordination of political and military strategies and the engagement of regional neighbours are essential elements for an environment conducive to peace and stability; (b) the political agreement that led to the creation of the national unity Government endures, with increased stability and political unity within the Government; (c) the Government demonstrates the political will to improve governance and reduce corruption; (d) tensions among the legislative, judicial and executive branches and between subnational and central government agencies do not negatively affect the electoral reform process; (e) stakeholders agree on an all-inclusive political process and

reconciliation programme; and (f) the security situation in Afghanistan does not deteriorate to such an extent that the ability of UNAMA to implement its mandate is seriously compromised.

Expected accomplishments	Indicators of achievement
(b) Progress towards reform of the Afghanistan security sector and the rule of law	(b) (i) Improved accountability and responsiveness of the Afghan National Police to communities, particularly the provision of access to justice for women and children *Performance measures* The number of community consultations held Actual 2014: 19 Estimate 2015: 19 Target 2016: 30 The number of safety outreach visits conducted in districts and provinces Actual 2014: 19 Estimate 2015: 19 Target 2016: 30 The complaints mechanism of the Ministry of the Interior to protect policewomen formalized [new measure] (ii) Adoption of laws and other legal instruments *Performance measures* Target 2016: progress made on the following laws and legal instruments: – The penal code submitted to the National Assembly – Criminal procedure code guidelines approved – The land management law, the expropriation law, the chamber of commerce law, the prison law and amendments to the access to information law adopted by the National Assembly – A policy on usurped land recovery and restitution approved by the Council of Ministers – The private investment policy implemented incrementally

(iii) Improved coordination of the justice sector

Performance measures

The number of provincial justice coordination meeting forums operational in provinces

Actual 2014: 32

Estimate 2015: 34

Target 2016: 24

The number of board of donors (justice sector) meetings yearly [new measure]

Target 2016: 11

The number of meetings with the Government to improve coordination, policy advice and advocacy on the implementation of land-related policies and laws [new measure]

Target 2016: 18

(iv) Improved conditions in Afghan detention facilities and correction centres

Performance measures

Target 2016: basic health services are delivered to all detention facilities and corrections centres in accordance with the memorandum of understanding between the Ministry of Public Health and the Ministry of the Interior [new measure]

Outputs

- Provision of advice to police institutions at the national and subnational levels to promote the roles of policewomen and to consolidate community relations through outreach in 30 districts
- Facilitation of discussion and coordination among government ministries, police, the justice sector and other agencies to ensure timely and appropriate responses to incidents of violence against women in 3 provinces
- Provision of advice and coordination of efforts of relevant stakeholders to support the inclusion in the penal code of crimes required by the International Criminal Court/Rome Statute, the United Nations Convention against Corruption, the United Nations Convention against Transnational Organized Crime and Protocols thereto, the criminalization of land usurpation, and international human rights and criminal justice standards
- Provision of advice and coordination with relevant stakeholders to support the development and adoption of land and business environment legislation and oversight mechanisms
- Issuance of two thematic reports on land usurpation and the State land distribution system

- Provision of policy advice to the Supreme Court, the Attorney General's Office and the Ministry of Justice, and performance of secretariat functions for technical working groups to enhance the coordination and coherence of strategies, policies and activities
- Facilitation of a minimum of 11 justice sector board of donors meetings per year to discuss, coordinate and build consensus among key international stakeholders for support for the justice sector
- Provision of strategic advice and mandate-required policy advocacy to the Supreme Court and the Government's justice institutions at the central and provincial levels to enhance coordination and mobilize resources for the appropriate institutions and ministries
- Provision of support to and coordination of efforts of the Afghanistan Land Authority and other relevant agencies in developing policy on land usurpation recovery and restitution
- Facilitation of the provision of legal assistance to internally displaced persons living in Kabul's informal settlements; and provision of strategic advice to the Ministry of Refugees and Repatriation to mitigate the negative impacts of land eviction and land-grabbing
- Provision of policy support for the management of prisons, the coordination of prison reform, and rehabilitation initiatives between the Government, the United Nations and international partners

External factors

26. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) government and donor contributions to both criminal and civil areas of the justice sector continue; (b) Parliament has the capacity to review legal documents in order to determine the ability of the Government to adhere to the legislative calendar and implement the necessary legislation; (c) the quantity and quality of tertiary legal education are enhanced to increase the capacity of the justice sector; (d) a national programme continues to be supported as a central vehicle for driving reform within judicial institutions, supported by strong donor support for the re-establishment of the rule of law; and (e) security conditions in the country allow for the continuation of activities.

Expected accomplishments	Indicators of achievement
(c) Increased respect for human rights in Afghanistan	(c) (i) Strengthened efforts to combat violence against women *Performance measures* The number of recommendations in the Mission's report on women's rights that are implemented, in order to strengthen the implementation of relevant legislation for cases involving violence against women [new measure] Target 2016: 10 The number of reported violence against women cases that have access to justice Estimate 2015: 110 Target 2016: 150

The number of cases of violence against women monitored and followed up by UNAMA

Actual 2014: 818

Estimate 2015: 1,000

Target 2016: 1,200

Incorporation into the revised penal code of crime definitions in the decree regarding the law on the elimination of violence against women in line with government policy on incorporating all crimes currently included in special laws into one penal code [new measure]

(ii) Increased participation of women in the process of political and security transition in accordance with Security Council resolution 1325 (2000)

(iii) Improved respect for international human rights and humanitarian laws to ensure the protection of civilians in armed conflict

Performance measures

The number of civilian casualties is reduced

Actual 2014: 10,548

Estimate 2015: 10,654

Target 2016: 10,000

(iv) Improved respect for the human rights of conflict-related detainees

Performance measures

The number of investigations and prosecutions of reported incidents of torture and ill treatment [baseline to be set in 2016]

Decrease in reported incidents of torture and ill treatment

Actual 2014: 35 per cent

Estimate 2015: 20 per cent

Target 2016: 15 per cent

Number of declarations to the Convention against Torture in 1987 withdrawn

Target 2016: 2

Development of a national preventive mechanism and a national plan on the elimination of torture [new measure]

(v) Strengthened efforts to address transitional justice and impunity

Performance measures

Number of local road maps for peace implemented, in support of enhanced advocacy by Afghan civil society and the Afghanistan Independent Human Rights Commission on the promotion of an inclusive, rights-based, just and accountable peace process [new measure]

Target 2016: 34

(vi) Adoption of instruments and establishment of mechanisms to protect children affected by armed conflict, in line with Security Council resolutions 1612 (2005) and 1882 (2009)

Performance measures

The number of recommendations articulated in the action plan and the agreed road map implemented by the Government's Inter-Ministerial Steering Committee on Children and Armed Conflict [new measure]

Target 2016: 15

Focused countrywide monitoring and reporting on grave child rights violations through the monitoring and reporting mechanism on grave violations against children in situations of armed conflict (Security Council resolution 1612 (2005)) and use of the comprehensive global guidance note on attacks against schools and hospitals [new measure]

Outputs

- Issuance of a report on women's rights and advocacy activities focused on promoting access to justice through court adjudication and mediation
- Monitoring and advocacy activities to promote uniform and lawful application of relevant legislation

- Provision of good offices assistance to increase donor support for and policy consensus on the incorporation of the law on the elimination of violence against women into the penal code, and strategic policy and drafting advice to the Ministry of Justice to reflect international justice and human rights standards in the code
- Monitoring and documentation of all conflict-related incidents affecting civilians
- Issuance of recommendations to all parties to the conflict to mitigate its impact on civilians
- Biannual publication and release of civilian casualty figures and recommendations
- Provision of good offices, advocacy and technical assistance to the Government, and facilitation of policy consensus among stakeholders to ensure the inclusion of Rome Statute-required war crimes, crimes against humanity and genocide in the penal code
- Sustained monitoring of places of detention and technical support for the Government of Afghanistan in the review of legislation relating to the prohibition of torture and ill treatment
- Advocacy and provision of technical support to the Government of Afghanistan on the prevention and elimination of torture, including the creation of a national preventive mechanism, and development and implementation of a national plan on the elimination of torture and other remedial measures
- Provision of technical support to State institutions and the Afghan National Security Forces on human rights issues, particularly to promote accountability
- Monitoring and advocacy on peacebuilding initiatives and efforts aimed at preventing impunity and blanket amnesty for human rights violations
- Facilitation of advocacy efforts of civil society and the Afghanistan Independent Human Rights Commission, including implementation of the 34 local road maps for peace
- Provision of technical assistance to the Government's Inter-Ministerial Steering Committee on Children and Armed Conflict

External factors

27. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) an increase in the insurgency's activities does not result in an increased number of human rights abuses; (b) the scaling-down of the international military presence does not lead to significantly increased insecurity; (c) the new Government demonstrates the willingness and the capacity to conduct investigations and promote accountability on human rights abuses, which are essential in bringing forward the human rights agenda; (d) there is political support for transitional justice issues; and (e) political and financial support is provided for the human rights agenda.

Expected accomplishments	Indicators of achievement
(d) Increased effectiveness of development and humanitarian assistance to Afghanistan and improvement of Afghan institutions, with a focus on subnational government structures	(d) (i) Increased effectiveness and strengthened integration and coherence throughout the activities of the United Nations system, and increased alignment with government development priorities and the "Realizing Self-Reliance" strategy adopted in December 2014 *Performance measures* Estimate 2015: 2 high-level consultations with the Government Target 2016: 4 high-level consultations with the Government (ii) Extension of national programmes to provinces *Performance measures* The number of policy dialogues organized to review the subnational governance policy [new measure] Target 2016: 5 policy dialogues The number of provincial plans approved and rolled out to the provinces [new measure] The number of provincial municipalities in which public administration reform is implemented [new measure] Target 2016: 10 municipalities (iii) Improved ability of the Government of Afghanistan to identify and implement anti-corruption measures *Performance measures* The implementation and transparency of subnational oversight mechanisms will increase with the professionalization of public administration, together with the revision and implementation of the 2010 civil servants law The number of Independent Joint Anti-Corruption Monitoring and Evaluation Committee recommendations accepted, implemented and reported upon, demonstrating that anti-corruption remains among the top priorities of the Government [new measure]

	(iv) Establishment and implementation of mechanisms to promote greater accountability and efficiency in the civil service
	Performance measures
	Number of civil servants who complete the Afghan Civil Service Institute core competency training
	Actual 2014: 2,975
	Estimate 2015: 2,580
	Target 2016: 2,000
	The number of district governors recruited through the merit-based appointment process
	Actual 2014: 85
	Estimate 2015: 80
	Target 2016: 15

Outputs

- Provision of advice and coordination services to international donors and development stakeholders to align their activities with the Government's development priorities, the "Realizing Self-Reliance" strategy, the national priority programme and provincial development plans
- Provision of support to the Ministry of Finance in the issuance of regular financial review reports and the implementation of its provincial budgeting initiatives
- Provision of training and advice to provincial and district authorities on their roles and responsibilities
- Organization of five policy dialogues on the review of the subnational governance policy involving donors and government counterparts
- Provision of support to 10 municipalities in the implementation of municipality reforms
- Provision of technical assistance to the Government at the national level in the preparation, implementation, coordination and monitoring of plans for anti-corruption measures
- Provision of good offices for anti-corruption initiatives and support for anti-corruption bodies, such as the Independent Joint Anti-Corruption Monitoring and Evaluation Committee
- Provision of good offices, advocacy, facilitation of policy consensus, and technical assistance to the Ministry of Justice to ensure the inclusion of the United Nations Convention against Corruption-required and some optional crimes in the revised penal code
- Coordination of capacity-building programmes for subnational authorities to plan, implement and monitor development activities at the provincial level
- Provision of support to civil society organizations in their engagement in national and subnational governance and development

External factors

28. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) stakeholders maintain the necessary political and financial commitments, including those articulated in the Tokyo Mutual Accountability Framework; (b) the security situation in each region of the country remains conducive to an increased emphasis on implementation at the subnational level; (c) natural disasters do not adversely affect reconstruction activities; (d) donors provide financial support for United Nations programming and related coherence initiatives.

Expected accomplishments	Indicators of achievement
(e) Enhanced implementation of the Afghanistan national development strategy benchmarks, London, Kabul and Tokyo Conference commitments and national priority programmes	(e) (i) Strengthened collaboration between the Government and the international community in determining and implementing priorities through the Joint Coordination and Monitoring Board *Performance measures* Enhanced implementation of national development plans National priority programmes will be revised and aligned with the national unity Government's "Realizing Self-Reliance" document (ii) Strengthened government capacity to conduct effective donor coordination, and increased ability to manage, evaluate and monitor aid effectiveness *Performance measures* Progressive alignment of development assistance with government priorities, including assessment for integrating New Deal principles of aid effectiveness to support the implementation of the management policy (iii) Establishment of a fully functional monitoring and evaluation framework for the implementation of government priorities

Outputs

- Facilitation of Joint Coordination and Monitoring Board consultations between the Government and the international community, and provision of technical assistance to the Board secretariat
- Facilitation of the development of streamlined national priority programmes and the review of related coordination mechanisms, including sectoral development clusters
- Provision of strategic advice and good offices support to key stakeholders to facilitate the implementation of the revised national priority programmes

- Facilitation of the Government's efforts to implement the national priority programmes; public information and outreach on the programmes; and policy-building and provincial budget linkages at the national and subnational levels
- Provision of technical assistance to provincial development committees and provincial councils, governors and line ministries on the formulation, monitoring and implementation of provincial development plans, and alignment with the national priority programmes
- Provision of technical assistance to support regular consultations and improved coordination among the Ministry of Finance, the Ministry of Economy and the Independent Directorate of Local Governance on national and subnational budgeting and the monitoring of development programmes
- Facilitation of civil society participation in national development dialogues, including the updated Tokyo Mutual Accountability Framework

External factors

29. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that: (a) all stakeholders continue to provide the necessary political and financial commitment to meeting the goals of the Afghanistan national development strategy and the benchmarks of the Kabul, London and Tokyo Conferences; and (b) neither major political disruptions, natural disasters nor any other national emergency situation impairs the implementation of the national development strategy, national priority programmes, the Tokyo Mutual Accountability Framework or the aid management policy.

III. Resource requirements

A. Total resource requirements

30. The proposed resource requirements for UNAMA for the period from 1 January to 31 December 2016 are estimated at $183,310,000 (net of staff assessment), reflecting a net decrease of $4,109,300 compared with the resources approved for the Mission for 2015, as described in tables 3 and 16. Tables 4 and 5 provide details concerning staffing requirements.

Table 3
Total resource requirements (net of staff assessment)
(Thousands of United States dollars)

	2014-2015			*Requirements for 2016*			
Category	*Appropriation* (1)	*Estimated expenditure* (2)	*Variance* (3)=(1)-(2)	*Total* (4)	*Non-recurrent* (5)	*Approved budget 2015* (6)	*Variance 2015-2016* (7)=(4)-(6)
Military and police personnel costs	1 649.3	1 556.7	92.6	821.5	–	971.4	(149.9)
Civilian personnel costs	232 717.7	234 769.0	(2 051.3)	118 520.6	–	117 340.8	1 179.8
Operational costs	134 683.1	132 724.4	1 958.7	63 967.9	2 148.5	69 107.1	(5 139.2)
Total	**369 050.1**	**369 050.1**	**–**	**183 310.0**	**2 148.5**	**187 419.3**	**(4 109.3)**

31. The net variance between the requirements for 2016 and the approved budget for 2015 reflects mainly:

(a) The proposed closure of the provincial office in Jawzjan (Shiberghan) and the resulting consolidation of functions into the regional office in Balkh (Mazar-e-Sharif), intended to achieve maximum outreach in the region;

(b) Reduced requirements to cover military and police personnel costs resulting from the proposed reduction of military advisers from 15 to 12 and of police advisers from 6 to 5;

(c) Increased requirements to cover civilian personnel costs resulting from the revised staff costing parameters, offset in part by the proposed reduction in the overall staffing of the Mission by the abolishment of 61 positions, as detailed in table 6;

(d) Reduced requirements to cover operational costs resulting mainly from: (i) the reduced cost of fuel; (ii) reductions under facilities and infrastructure, as no major capital investment is planned for 2016 owing to the completion of the construction of offices and staff accommodation facilities, the upgrading and overhauling of communications and information technology equipment, the procurement of armoured vehicles and other major security-related projects; and (iii) reductions under air transportation as a result of a change in the composition of the air fleet, which in turn results in lower requirements to cover the cost of the rental and operation of the air fleet.

Extrabudgetary resources

32. Two multi-year projects will be supported by extrabudgetary resources, as follows: (a) a project to support community policing and increase the role of women in the Afghan National Police (€3 million); and (b) a project to support peace and reconciliation processes and the High Peace Council ($1.65 million).

B. Staffing requirements

Table 4
Overall staffing requirements

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	1	2	1	8	28	79	83	25	**227**	170	1	**398**	186	1 015	79	**1 678**
Proposed 2016	1	2	1	8	28	75	75	21	**211**	164	1	**376**	186	977	79	**1 618**
Change	–	–	–	–	–	**(4)**	**(8)**	**(4)**	**(16)**	**(6)**	–	**(22)**	–	**(38)**	–	**(60)**

Proposed overall staffing requirements

33. The total proposed staffing for UNAMA for the period from 1 January to 31 December 2016 is 1,618 positions, as shown in table 4, and would include

376 international positions (211 Professional, 164 Field Service and 1 General Service (Other level)), 1,163 national positions (186 National Professional Officer and 977 Local level) and 79 United Nations Volunteers. Table 5 provides details regarding approved and proposed positions by location.

34. It is anticipated that the proposed staff movements described below would have no negative impact on the programme delivery of the respective organizational units.

Proposed abolishment of approved positions

35. It is proposed that 61 positions be abolished, as set out in table 6 and comprising 22 international positions (16 Professional and 6 Field Service) and 39 national positions (1 National Professional Officer and 38 Local level).

Proposed redeployment of approved positions

36. It is proposed that 25 positions be redeployed among several Mission locations throughout Afghanistan and in the Kuwait Office, as indicated in table 7, comprising 9 international positions (6 Professional and 3 Field Service), 12 national positions (5 National Professional Officer and 7 Local level) and 4 United Nations Volunteers.

Proposed establishment of additional positions

37. It is proposed that one additional National Professional Officer position be established in the Front Office of the Chief of Staff in Kabul, as shown in table 8.

Proposed staffing levels for offices in Kabul

38. The total proposed staffing for the UNAMA offices located in Kabul is 826 positions, as indicated in table 5, and would include 228 international staff positions (121 Professional and 107 Field Service), 538 national staff positions (70 National Professional Officer and 468 Local level) and 60 United Nations Volunteers.

Proposed staffing levels for field, support and liaison offices

39. The total proposed staffing for the Mission's seven regional offices, five provincial offices, one support office and two liaison offices is 787 positions, as shown in table 5, and would include:

(a) 542 positions deployed to seven regions (62 Professional, 32 Field Service, 99 National Professional Officer, 335 Local level and 14 United Nations Volunteer);

(b) 188 positions deployed to five provinces (15 Professional, 6 Field Service, 15 National Professional Officer, 147 Local level and 5 United Nations Volunteer);

(c) 49 positions deployed to Kuwait (6 Professional, 19 Field Service and 24 Local level);

(d) 8 positions deployed to liaison offices in Islamabad and Tehran (3 Professional, 2 National Professional Officer and 3 Local level).

Proposed staffing levels for backstopping support

40. The total proposed staffing for the Afghanistan team of the Middle East and West Asia Division of the Department of Political Affairs, located in New York, is five positions, as indicated in table 5.

Vacancy rates

41. The following annual average vacancy rates are proposed as part of the estimates for salaries and related staff costs for 2016: 5 per cent for military personnel; 20 per cent for United Nations police; 12 per cent for international staff; 6 per cent for National Professional Officers and 4 per cent for Local level staff; and 20 per cent for United Nations Volunteers.

42. The actual deployment of military personnel, United Nations police and all other mission staff in 2015 resulted in the following annual average vacancy rates: 10.0 per cent for military personnel; 37.5 per cent for United Nations police; 13.0 per cent for international staff; 8.4 per cent for National Professional Officers and 4.6 per cent for Local level staff; and 19.2 per cent for United Nations Volunteers.

Table 5
Staffing requirements by location

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total international**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2015																
Headquarters																
Kabul	1	2	1	7	17	43	40	12	**123**	109	–	**232**	70	477	60	**839**
Islamabad	–	–	–	–	1	–	1	–	**2**	–	–	**2**	1	2	–	**5**
Tehran	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	1	–	**3**
Regional and provincial offices																
Kabul	–	–	–	–	1	2	4	1	**8**	4	–	**12**	13	37	1	**63**
Kandahar	–	–	–	–	1	2	3	1	**7**	6	–	**13**	14	50	1	**78**
Herat	–	–	–	–	1	4	5	–	**10**	6	–	**16**	14	46	3	**79**
Farah	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	28	1	**36**
Balkh (Mazar-e-Sharif)	–	–	–	–	1	5	4	–	**10**	4	–	**14**	14	54	2	**84**
Faryab	–	–	–	–	–	1	1	–	**2**	1	–	**3**	3	30	1	**37**
Jawzjan (Shiberghan)	–	–	–	–	–	1	1	1	**3**	1	–	**4**	2	23	–	**29**
Nangarhar (Jalalabad)	–	–	–	–	1	4	5	2	**12**	5	–	**17**	15	52	2	**86**
Kunduz	–	–	–	–	1	4	3	1	**9**	4	–	**13**	14	49	3	**79**
Badakhshan (Fayz Abad)	–	–	–	–	–	1	2	–	**3**	1	–	**4**	2	28	–	**34**
Baghlan (Pul-e-Khumri)	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	30	–	**37**
Paktya (Gardez)	–	–	–	–	1	4	2	2	**9**	3	–	**12**	13	46	2	**73**

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Bamyan	–	–	–	–	–	1	1	1	**3**	2	–	**5**	4	31	3	**43**
Kuwait Office	–	–	–	–	2	3	8	2	**15**	22	–	**37**	–	31	–	**68**
New York (Department of Political Affairs)	–	–	–	1	1	1	1	–	**4**	–	1	**5**	–	–	–	**5**
Total 2015	**1**	**2**	**1**	**8**	**28**	**79**	**83**	**25**	**227**	**170**	**1**	**398**	**186**	**1 015**	**79**	**1 678**
Proposed 2016																
Headquarters																
Kabul	1	2	1	7	17	44	39	10	**121**	107	–	**228**	70	468	60	**826**
Islamabad	–	–	–	–	1	–	1	–	**2**	–	–	**2**	1	2	–	**5**
Tehran	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	1	–	**3**
Regional and provincial offices																
Kabul	–	–	–	–	1	2	5	1	**9**	4	–	**13**	13	37	1	**64**
Kandahar	–	–	–	–	1	2	3	1	**7**	6	–	**13**	14	50	1	**78**
Herat	–	–	–	–	1	4	5	–	**10**	6	–	**16**	14	46	3	**79**
Farah	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	28	1	**36**
Balkh (Mazar-e-Sharif)	–	–	–	–	1	5	4	1	**11**	4	–	**15**	16	55	2	**88**
Faryab	–	–	–	–	–	1	1	–	**2**	1	–	**3**	3	30	1	**37**
Nangarhar (Jalalabad)	–	–	–	–	1	4	4	2	**11**	5	–	**16**	15	52	2	**85**
Kunduz	–	–	–	–	1	2	3	1	**7**	4	–	**11**	14	49	3	**77**
Badakhshan (Fayz Abad)	–	–	–	–	–	2	2	–	**4**	1	–	**5**	2	28	–	**35**
Baghlan (Pul-e-Khumri)	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	30	–	**37**
Paktya (Gardez)	–	–	–	–	1	3	2	1	**7**	3	–	**10**	13	46	2	**71**
Bamyan	–	–	–	–	–	1	1	1	**3**	2	–	**5**	4	31	3	**43**
Kuwait Office	–	–	–	–	2	1	2	1	**6**	19	–	**25**	–	24	–	**49**
New York (Department of Political Affairs)	–	–	–	1	1	1	1	–	**4**	–	1	**5**	–	–	–	**5**
Total 2016	**1**	**2**	**1**	**8**	**28**	**75**	**75**	**21**	**211**	**164**	**1**	**376**	**186**	**977**	**79**	**1 618**
Change	–	–	–	–	–	**(4)**	**(8)**	**(4)**	**(16)**	**(6)**	–	**(22)**	–	**(38)**	–	**(60)**

Table 6
Proposed abolishment of approved positions

International staff: 22 positions

National staff: 39 positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
Organizational unit position level	*USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Kabul																
Strategic Communications and Spokesperson Unit	–	–	–	–	–	–	1	–	**1**	–	–	**1**	1	1	–	**3**
Security Section	–	–	–	–	–	–	–	2	**2**	1	–	**3**	–	7	–	**10**
Legal Affairs Unit	–	–	–	–	–	–	–	–	**–**	1	–	**1**	–	–	–	**1**
Political Affairs Division	–	–	–	–	–	–	1	–	**1**	–	–	**1**	–	–	–	**1**
Front Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator)	–	–	–	–	–	–	–	–	**–**	–	–	**–**	–	1	–	**1**
Surface Transport Section	–	–	–	–	–	1	–	–	**1**	–	–	**1**	–	–	–	**1**
Regional offices																
Nangarhar (Jalalabad)	–	–	–	–	–	–	1	–	**1**	–	–	**1**	–	–	–	**1**
Kunduz	–	–	–	–	–	2	–	–	**2**	–	–	**2**	–	–	–	**2**
Paktya (Gardez)	–	–	–	–	–	–	–	1	**1**	–	–	**1**	–	–	–	**1**
Provincial offices																
Jawzjan (Shiberghan)	–	–	–	–	–	–	–	–	**–**	1	–	**1**	–	22	–	**23**
Kuwait																
Geographic Information Section	–	–	–	–	–	–	1	1	**2**	–	–	**2**	–	–	–	**2**
Resident Auditor Unit	–	–	–	–	–	1	1	–	**2**	–	–	**2**	–	–	–	**2**
Procurement Section	–	–	–	–	–	–	1	–	**1**	1	–	**2**	–	2	–	**4**
Information Management Unit	–	–	–	–	–	–	–	–	**–**	–	–	**–**	–	2	–	**2**
Budget and Planning Section	–	–	–	–	–	–	–	–	**–**	–	–	**–**	–	1	–	**1**
Communications and Information Technology Section	–	–	–	–	–	–	1	–	**1**	1	–	**2**	–	1	–	**3**
Property Survey and Claims Unit	–	–	–	–	–	–	1	–	**1**	1	–	**2**	–	1	–	**3**
Total	**–**	**–**	**–**	**–**	**–**	**4**	**8**	**4**	**16**	**6**	**–**	**22**	**1**	**38**	**–**	**61**

Table 7
Proposed redeployment of approved positions

International staff: 9 positions

National staff: 12 positions

United Nations Volunteer: 4 positions

Position	*From*	*To*
1 P-4	Paktya (Gardez) regional office	Rule of Law Unit (Kabul)
1 P-4	Jawzjan (Shiberghan) provincial office	Badakhshan (Fayz Abad) provincial office
1 P-3		Kabul regional office
1 P-2		Balkh (Mazar-e-Sharif) regional office
2 NPO		
1 LL		
1 FS	Finance Section (Kabul)	Finance, Budget and Planning Section (Kabul)
1 LL		
2 UNV		
1 P-4	Budget and Planning Section (Kuwait)	
1 P-3		
1 FS	Surface Transport Section (Kabul)	
1 NPO		
1 FS	Engineering Section (Kabul)	Integrated Warehousing Section (Kabul)
1 NPO		
2 LL		
1 UNV		
3 LL	Geospatial, Information and Telecommunications Technologies Section (Kabul)	
1 NPO	Geographic Information Section (Kabul)	Geospatial Information and Telecommunications Technologies Section (Kabul)
1 UNV		
Total 25		

Abbreviations: FS, Field Service; LL, Local level; NPO, National Professional Officer; UNV, United Nations Volunteer.

Table 8
Proposed establishment of positions

National staff: 1 position

Organizational unit position level	Professional and higher categories									General Service and related categories			National staff			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Kabul																
Front Office of the Chief of Staff	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	**1**
Total	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	**1**

1. Office of the Special Representative of the Secretary-General for Afghanistan

Front Office of the Special Representative of the Secretary-General for Afghanistan

	Professional and higher categories									General Service and related categories			National staff			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	1	–	–	1	1	1	–	–	**4**	2	–	**6**	–	2	–	**8**
Proposed 2016	1	–	–	1	1	1	–	–	**4**	2	–	**6**	–	2	–	**8**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

43. The Front Office of the Special Representative of the Secretary-General for Afghanistan will continue to carry out substantive and administrative functions in support of the Special Representative of the Secretary-General and the Mission, including supporting and advising the Special Representative on all areas of the Mission's work; maintaining liaison with all mission components on behalf of the Special Representative; and providing the full range of administrative support to facilitate the work of the Special Representative.

Human Rights Unit

	Professional and higher categories									General Service and related categories			National staff			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	1	3	3	3	–	**10**	1	–	**11**	6	10	2	**29**
Proposed 2016	–	–	–	1	3	3	3	–	**10**	1	–	**11**	6	10	2	**29**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

44. The Human Rights Unit will continue to: (a) promote accountability with regard to the implementation of fundamental human rights provisions of the Constitution and national and international law for all Afghan citizens, especially with respect to the rights of women and children affected by armed conflict, as set forth in Security Council resolutions; (b) monitor and advocate with all parties to the conflict for the protection of civilians, in accordance with international humanitarian law; (c) continue efforts to promote the elimination of violence against women; (d) improve detention practices; and (e) continue to support and work with the Afghan Independent Human Rights Commission and civil society.

Strategic Communications and Spokesperson Unit

International staff: abolishment of 1 position

National staff: abolishment of 2 positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	1	1	2	3	–	7	1	–	8	6	13	–	27
Proposed 2016	–	–	–	1	1	2	2	–	6	1	–	7	5	12	–	24
Change	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)	(1)	(1)	–	(3)

45. The Strategic Communications and Spokesperson Unit is focused primarily on driving effective public promotion, explanation and implementation of the Mission's mandate. The Unit's work is closely aligned with the Mission's priorities of: (a) good offices, including peace and reconciliation, electoral issues and support for the Government; (b) human rights, including the protection of civilians, detention issues, the strengthening of women's rights and the elimination of violence against them; (c) regional engagement; and (d) development coherence, including good governance and the rule of law.

46. The Unit seeks to contribute to the implementation of the Mission's mandate and key objectives through multiple communication approaches, including: (a) devising and disseminating key public messaging for the Mission, promoting understanding of its role and position, and safeguarding against reputational risks; (b) promoting positive engagement and dialogue among diverse Afghan communities and stakeholders on issues that the Mission is mandated to support; (c) empowering Afghans to take the lead in addressing issues of importance; (d) forging effective partnerships with media, civil society, government officials, educators and other stakeholders; and (e) establishing dialogue with key Afghan stakeholders.

47. It is proposed that one international and two national positions be abolished, as there is no longer a need for the functions associated with them, as follows:

(a) One position of Public Information Officer (P-3), in view of the following: (i) the national staff of the team have sufficient radio skills; (ii) Dari and Pashto are the priority languages of the radio team; and (iii) as part of the restructuring of the Unit, the radio team was merged with the photography and

video team into one audiovisual team, which is supervised by the incumbent of a P-4 position;

(b) One position of Media Relations Officer (National Professional Officer), in view of the fact that the Mission no longer conducts regular press conferences, which required daily support provided by the incumbent of the position;

(c) One position of Camera Operator (Local level), in view of the limited need to carry out video and other recordings.

Security Section

International staff: abolishment of 3 positions

National staff: abolishment of 7 positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	2	2	6	5	**15**	66	–	**81**	–	175	3	**259**
Proposed 2016	–	–	–	–	2	2	6	3	**13**	65	–	**78**	–	168	3	**249**
Change	–	–	–	–	–	–	–	(2)	**(2)**	(1)	–	**(3)**	–	(7)	–	**(10)**

48. The Security Section will continue to ensure the safety and security of United Nations staff and assets within the mission area. The Section provides security evaluation and analysis and designs security training programmes. It reports to the Department of Safety and Security and to the Mission's Security Chief Adviser.

49. The status-of-mission agreement between UNAMA and the Government of Afghanistan stipulates that the primary responsibility for the protection of United Nations staff members, their spouses, eligible dependants and property, and of the Mission's property, rests with the host Government. In turn, the Mission is tasked with assisting the host Government in developing its capability to provide adequate protection for the staff and assets of the United Nations.

50. The Mission's civilian staff operate in areas and scenarios in which serious insecurity will remain a persistent feature, and their work is actually focused on how to address those situations through the implementation of mandated activities to resolve conflict and uphold human rights. Consequently, security planning to protect UNAMA staff members requires the ability to assess the situation on the ground and continual consultations with the host Government. In addition, consultations with other organizations, including NATO, are necessary to ensure the security of UNAMA operations and activities, bearing in mind the complementary mandates given by the Security Council.

51. In order to ensure that an integrated information monitoring, reporting and situational awareness hub is in place, the Security Section oversees the Joint Operations Centre, located at the Mission's headquarters in Kabul.

52. It is proposed that three international positions (2 Associate Security Officer (P-2) and 1 Security Officer (Field Service)) and seven national positions (Security

Guard (Local level)) be abolished, as there is no longer a need for the functions associated with them, in view of the closure of Compound Bravo in Kabul.

2. Office of the Chief of Staff

Front Office of the Chief of Staff

National staff: establishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	1	–	–	1	2	–	4	1	–	5	1	3	–	9
Proposed 2016	–	–	1	–	–	1	2	–	4	1	–	5	2	3	–	10
Change	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1

53. The Office of the Chief of Staff contributes to the integrated and coherent functioning of the Mission across all mission components and locations. The Office facilitates mission leadership in the integrated management of UNAMA activities in line with the strategic vision of the Special Representative of the Secretary-General, while ensuring that decisions are fully compliant with United Nations policies, guidance, rules and regulations, decisions of the legislative bodies, international law and practice and national law, as appropriate. The Office also conducts mission-wide planning processes, ensuring coherence between mandated tasks, mission component plans and concepts of operations, and United Nations system-wide integrated planning processes, as required by policies, guidelines and best practices in planning.

54. In liaison with Mission Support, the Office also promotes a clear understanding across mission components between substantive priorities and support capacities and ensures an integrated approach to the results-based-budgeting process, including alignment with strategic and operational plans and adequate provisions to meet resource requirements.

55. In close liaison with substantive, administrative and security components of the Mission, the Office also translates mission priorities into practical guidance, strategic and operational planning tools and mechanisms. In addition, the Office oversees the administrative coordination of the Mission's 12 field offices. The Office also ensures the quality of coherent communication structures and support for official visits and events.

56. It is proposed that one additional National Professional Officer position be established in the Front Office of the Chief of Staff to carry out duties as Coordination Officer and help to provide effective support for the performance of field offices and promote coordination not only with Kabul, but between field offices and with United Nations agencies, funds and programmes.

Strategic Planning and Report Writing Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	1	1	–	–	2	–	–	2	2	2	–	6
Proposed 2016	–	–	–	–	1	1	–	–	2	–	–	2	2	2	–	6
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

57. The Strategic Planning and Report Writing Unit contributes to the Mission's mandate by supporting senior management in setting the strategic direction of the Mission, establishing, supporting and implementing planning processes, and monitoring progress towards mandate implementation. Building on the vision of the Special Representative of the Secretary-General, the Unit also plays a key role in supporting UNAMA leadership in translating mandated tasks into objectives, outcomes and outputs for the Mission, which then serve as guidance for the development of component workplans. The Unit is also responsible for the drafting of planning documents, inciuding the mission concept, the Special Representative's compact and the substantive section of the annual results-based budget. In addition, the Unit works with 12 field offices and headquarters offices to compile, edit, draft and disseminate the Mission's daily and fortnightly situation reports.

Legal Affairs Unit

International staff: abolishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	1	1	2	–	4	1	–	5	1	1	–	7
Proposed 2016	–	–	–	–	1	1	2	–	4	–	–	4	1	1	–	6
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	–	–	(1)

58. The Legal Affairs Unit is responsible for protecting the legal interests of the United Nations in Afghanistan by providing legal services and support to assist in resolving legal issues relating to the administration of the mandates and programmes of the United Nations.

59. It is proposed that one position of Administrative Assistant (Field Service) be abolished, as it has been determined that the provision of administrative support to the Unit can be provided by its remaining administrative support staff.

Language Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	–	–	–	–	–	–	–	9	1	–	**10**
Proposed 2016	–	–	–	–	–	–	–	–	–	–	–	–	9	1	–	**10**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

60. The Language Unit will continue to carry out translation services from and into the two main national languages of Afghanistan, Dari and Pashto, and English (and occasionally Arabic), with respect to all publicly available mission information.

Resident Auditor Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	**1**
Proposed 2016	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	**1**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

61. The Resident Audit Unit is responsible primarily for the internal oversight of the financial and operational activities carried out by UNAMA in Afghanistan, including liaison offices in Islamabad and Tehran and the Kuwait Joint Support Office in Kuwait City.

Integrated Conduct and Discipline Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	**1**
Proposed 2016	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	**1**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

62. The Integrated Conduct and Discipline Unit, established in Kuwait in 2014, provides support to four field missions: UNAMA, UNAMI, the United Nations Regional Centre for Preventive Diplomacy for Central Asia and the United Nations Military Observer Group in India and Pakistan (UNMOGIP). The Unit provides

support to the UNAMA Head of Mission in upholding the highest standards of conduct for all United Nations personnel at the Mission, particularly in relation to the prevention of sexual exploitation and sexual abuse and the promotion of a conducive and harmonious working environment.

3. Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (pillar I)

Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	1	–	–	–	1	1	–	3	1	–	4	–	1	–	5
Proposed 2016	–	1	–	–	–	1	1	–	3	1	–	4	–	1	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

63. The Front Office of the Deputy Special Representative of the Secretary-General will continue to provide support to the Deputy Special Representative in the conduct of his duties, including managing the Political Affairs Division, the Joint Analysis and Policy Unit, the Military Advisory Unit and the liaison offices in Islamabad and Tehran. The Front Office will continue to carry out: (a) political analysis of the constantly evolving environment within Afghanistan; (b) liaison with the international community, embassies, non-governmental organizations and international observers in Afghanistan with regard to political, electoral and military issues; and (c) coordination of key priorities within the Mission and with Headquarters.

64. The Deputy Special Representative advises the Special Representative on political issues and the dynamics affecting the mandate implementation of the Mission. During the absence of the Special Representative, the Deputy is called upon to engage on his or her behalf with the Government of Afghanistan and the diplomatic community.

Liaison Office in Tehran

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	1	–	–	1	–	–	1	1	1	–	3
Proposed 2016	–	–	–	–	–	1	–	–	1	–	–	1	1	1	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

65. The Liaison Office in Tehran will continue to represent UNAMA in the Islamic Republic of Iran and to act as focal point for liaison with the Government, security institutions, the diplomatic community, United Nations agencies, civil

society, independent think tanks, international organizations and non-governmental organizations. The Office will also continue to ensure that senior leadership receives regular updates and analysis on significant developments likely to have an impact on Afghanistan, regional cooperation and reconciliation matters.

Liaison Office in Islamabad

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	1	–	1	–	**2**	–	–	**2**	1	2	–	**5**
Proposed 2016	–	–	–	–	1	–	1	–	**2**	–	–	**2**	1	2	–	**5**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

66. The Liaison Office in Islamabad will continue to represent UNAMA in Pakistan, act as focal point for liaison with the Government, security institutions, the diplomatic community, United Nations agencies, civil society, independent think tanks, international organizations and non-governmental organizations. The Office will also continue to ensure that senior leadership receives regular updates and analysis on significant developments likely to have an impact on Afghanistan, regional cooperation and reconciliation matters.

Political Affairs Division

International staff: abolishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	1	1	6	6	1	**15**	1	–	**16**	7	12	2	**37**
Proposed 2016	–	–	–	1	1	6	5	1	**14**	1	–	**15**	7	12	2	**36**
Change	–	–	–	–	–	–	**(1)**	–	**(1)**	–	–	**(1)**	–	–	–	**(1)**

67. The Political Affairs Division will continue to provide good offices and support to inclusive Afghan-led political processes, including the provision of support to intra-Afghan dialogues, such as High Peace Council initiatives with civil society, political groups and armed opposition groups at the provincial, national and regional levels, to support the advancement of a framework for national negotiations; promote the roles of Afghan institutions in implementing all aspects necessary for transparent, inclusive and credible parliamentary elections, including strengthening of technical preparations and encouraging coherent international donor support; and support regular and structured bilateral and multilateral political dialogue between Afghanistan and neighbouring countries, particularly linked to the agreed Istanbul Process confidence-building measures, to address regional cooperation issues.

68. It is proposed that one P-3 position of Political Affairs Officer, focused on security sector reform, in Kabul be abolished, as it has been determined that the functions carried out by the position could be covered by an existing P-3 position and one United Nations Volunteer.

Afghanistan Team of the Middle East and West Asia Division/Department of Political Affairs (MEWAD/DPA)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	1	1	1	1	–	4	–	1	5	–	–	–	5
Proposed 2016	–	–	–	1	1	1	1	–	4	–	1	5	–	–	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

69. The Afghanistan Team of the Middle East and West Asia Division of the Department of Political Affairs will continue to provide backstopping to the Mission. In view of the continued political, economic and security uncertainties in Afghanistan, the capacity of the Department to respond to backstopping demands will remain essential, ranging from providing operational support and strengthening the Mission planning, to assisting in identifying and prioritizing critical strategic objectives in line with the Mission mandate and political needs, and engagement with Member States and other key regional and international partners.

Joint Analysis and Policy Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	1	2	1	1	5	–	–	5	2	1	–	8
Proposed 2016	–	–	–	–	1	2	1	1	5	–	–	5	2	1	–	8
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

70. The Joint Analysis and Policy Unit will continue to serve as an analytical resource that draws on the expertise of the Mission and provides cross-cutting and thematic reports.

Military Advisory Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	–	–	–	–	–	–	–	–	10	–	**10**
Proposed 2016	–	–	–	–	–	–	–	–	–	–	–	–	–	10	–	**10**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

71. The Military Advisory Unit will continue to carry out a supporting role vis-à-vis all other operational organizational units of UNAMA and the senior leadership of the Mission at Headquarters in New York and in the field. It will also continue to facilitate productive working relationships between UNAMA and all authorized security forces in Afghanistan.

72. Twelve military advisers will continue to provide military expertise and advice on all military issues to their civilian counterparts in their area of responsibility.

73. The proposed staffing strength described in the table above includes Language Assistants, who will continue to provide support as translators and interpreters to the military personnel deployed to the Mission.

4. Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) (pillar II)

Front Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

National staff: abolishment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	1	–	–	–	2	1	1	5	2	–	7	–	3	–	**10**
Proposed 2016	–	1	–	–	–	2	1	1	5	2	–	7	–	2	–	**9**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**

74. The Front Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) will continue to support the Deputy Special Representative in the execution of his duties, including leading and coordinating the work of the offices that comprise the Mission's pillar II. The Deputy Special Representative will also continue to maintain links with the United Nations country team as part of his or her dual role as Humanitarian and Resident Coordinator and UNDP Resident Representative. The Front Office will continue to support the Deputy Special Representative in carrying out the donor coordination

function of the Mission, facilitating aid policy discussions and aid coherence planning among donors and between donors and Government.

75. It is proposed that one Local level position of Administrative Assistant be abolished, as it was determined that the functions formerly carried out by the position could be covered by an existing Local level position.

Resident Coordinator/United Nations Country Team Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	1	1	1	1	4	–	–	4	2	2	–	8
Proposed 2016	–	–	–	–	1	1	1	1	4	–	–	4	2	2	–	8
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

76. The Resident Coordinator/United Nations Country Team Unit will continue to:

(a) Provide support to the Deputy Special Representative in coordinating the United Nations country team;

(b) Act as secretariat to the United Nations country team and four of its subcommittees;

(c) Provide policy advice to the United Nations country team;

(d) Support the work of the Strategic Policy Group;

(e) Coordinate the work of United Nations agencies in implementing the United Nations Development Assistance Framework;

(f) Support the Operations Management Team and the United Nations business operations strategy;

(g) Facilitate nine thematic working groups, drawing together United Nations agencies and in some cases also bilateral donor agencies and government counterparts, in addressing a series of areas of shared priorities;

(h) Liaise and facilitate discussions with the Ministry of Foreign Affairs, Department of United Nations and International Conferences;

(i) Support eight United Nations regional teams in undertaking coordinated programme action in support of Afghan development partners;

(j) Act as a focal point for four non-resident United Nations agencies active in Afghanistan.

Governance Unit (formerly Civil Affairs Unit)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	1	1	5	2	2	**11**	2	–	**13**	5	4	–	**22**
Proposed 2016	–	–	–	1	1	5	2	2	**11**	2	–	**13**	5	4	–	**22**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

77. The Civil Affairs Section will continue to focus on analysis of economic governance, the extractive industry, subnational governance and public accountability through civil society support. It will also continue to provide secretariat support to United Nations regional teams.

78. In line with the initiatives of the Government of Afghanistan to promote local governance and implementation of the national priority programmes, it is proposed that the Civil Affairs Section be renamed Governance Unit, to reflect a refocusing of its activities in support of the efforts of the Government to build up its capacity in the areas of good governance and anti-corruption activities at the provincial and local levels. The Unit will work with the Government in support of efforts to strengthen subnational governance and civil society engagement in governance and accountability.

79. In view of the challenging economic situation in Afghanistan, the Unit will provide regular provincial economic monitoring reports to the Mission leadership and, as appropriate, the Government and key stakeholders. The Unit will continue to facilitate the alignment and coordination of United Nations agencies, funds and programme work at the provincial level.

Rule of Law Unit

International staff: inward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	1	1	4	1	–	**7**	–	–	**7**	2	4	–	**13**
Proposed 2016	–	–	–	1	1	5	1	–	**8**	–	–	**8**	2	4	–	**14**
Change	–	–	–	–	–	1	–	–	**1**	–	–	**1**	–	–	–	**1**

80. The Rule of Law Unit will continue to provide support to the reform agendas of the Government of Afghanistan and the judiciary, coordinate donor activities, facilitate policy consensus, advocate for mandate priorities and provide strategic advice on the rule of law through the good offices of UNAMA. The Unit will also continue to work on issues relating to criminal law, civil business law and land and water management and usurpation. In addition, it will provide reporting, analyses

and recommendations on the legal and regulatory frameworks affecting economic growth and the private sector environment, anti-corruption issues, transparency and taxation measures affecting the licit and illicit economies.

81. In response to requests by the Government and the judiciary, the Unit also provides coordination, facilitation of donor policy and activity coherence, and legislative advocacy and expertise in those economic development areas. The addition of those subject matters, combined with the increased demands on the Rule of Law Unit to provide senior leadership with analyses of and recommendations on the legal bases of the reforms proposed by the Government, will require a more robust policy-driven headquarters capacity with the ability to coordinate and build consensuses on policies and legislation in support of government ministries and the judiciary. It is therefore proposed that one P-4 position of Judicial Affairs Officer be redeployed from the regional office in Gardez.

Police Advisory Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	1	1	–	–	**2**	–	–	**2**	–	1	–	**3**
Proposed 2016	–	–	–	–	1	1	–	–	**2**	–	–	**2**	–	1	–	**3**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

82. The Police Advisory Unit will continue to focus on policy advice at a national level, on gender mainstreaming in the Afghan National Police and democratic policing, as requested and appropriate.

5. Mission Support

Table 9
Staffing requirements for Mission Support (Kabul)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	1	2	10	11	1	**25**	31	–	**56**	25	232	53	**366**
Proposed 2016	–	–	–	1	2	10	12	1	**26**	31	–	**57**	25	232	53	**367**
Change	–	–	–	–	–	–	1	–	**1**	–	–	**1**	–	–	–	**1**

83. Mission Support will continue to provide administrative and logistical support to UNAMA at large through its two offices in Kabul and Kuwait. Table 9 details the staffing component of Mission Support in Kabul approved in 2015 and proposed for 2016.

84. Following the key principles of the global field support strategy, UNAMA proposes to realign its Mission Support organizational structure accordingly, with the objective of refocusing management in order for the requirements of the leadership and higher-level decision-making to be appropriately compartmentalized from more customary operational considerations.

85. Key factors for consideration for medium-sized missions, such as UNAMA, include the coverage of support to 12 field offices across Afghanistan and the high-level tasks in the Mission mandate requiring heavy involvement of the Chief of Mission Support in mission leadership and senior management decision-making.

86. As provided by the global field support strategy guidance for missions such as UNAMA, the Chief of Mission Support retains responsibilities for overall oversight, strategic advice and internal controls. With the proposed realignment, the Chief of Mission Support can concentrate on advisory, client and oversight-focused functions.

87. Proposed changes to Mission Support are as follows:

(a) The existing finance and budget functions to be merged to form the Finance, Budget and Planning Section reporting directly to the Chief of Mission Support and be based in Kabul;

(b) Duties and responsibilities as Deputy Chief of Mission Support to be assigned to the current Chief of Administrative Services, a position at the P-5 level. The position will report to the Chief of Mission Support and be responsible for undertaking coordination and operational oversight and ensuring that key enabling services are delivered to clients. The functions currently reporting to the Chief of Administrative Services will be realigned for reporting to the proposed Deputy Chief of Mission Support, with the exception of the procurement functions, which will be transferred to the supply chain management along with its authorized staffing;

(c) A well-managed, efficient, effective and agile supply chain management function to be established by interlinking processes that are end-to-end; infrastructure, technology, resources and enablers that are coherent; and performance management that is measurable. Based on that premise, it is proposed that various supply chain components and service delivery functions currently reporting to the Chief of Technical Services (CTS) will be merged as follows:

(i) Procurement functions from the line of authority and responsibility of the Chief of Administrative Services will be redeployed to the supply chain management. Duties and responsibilities as Chief of Supply Chain Management will be assigned to the Chief of Technical Services, a position at the P-5 level. The position will report to the Chief of Mission Support and be responsible for managing and coordinating the flow of the supply chain of goods and services and the associated delivery of services. It is anticipated that the proposed supply chain management with service delivery functions will deliver improved performance and customer satisfaction;

(ii) An integrated warehousing section will be established and the current staffing of the Supply Section and some staff from the existing Engineering, Transport and Communications and Information Technology Sections will be

redeployed to it. The integrated warehousing section will report to the Chief of Supply Chain Management.

88. The names of sections will be amended to be consistent with the small mission model. Accordingly:

(a) The current Geographic Information Section functions in Kabul will be merged with the existing Communications and Information Technology Section and renamed Geospatial, Information and Telecommunications Technologies Section;

(b) The newly formed function will deliver telecommunication and information technology services, including tailored geospatial products.

Office of the Chief of Mission Support

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	1	–	1	1	–	**3**	1	–	**4**	–	1	–	**5**
Proposed 2016	–	–	–	1	–	1	1	–	**3**	1	–	**4**	–	1	–	**5**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

89. The Chief of Mission Support will continue to act as principal adviser to the Head of Mission on all matters pertaining to administrative and technical support. He or she will continue to plan, organize, implement, manage and oversee the activities of all logistical and administrative support operations by providing guidance and support and supervision to senior administrative and logistics staff to facilitate the successful and efficient implementation of the Mission mandate.

90. The Office of the Chief of Mission Support will continue to support the implementation of the Mission mandate by providing the necessary managerial, logistical and administrative support, including in such areas as budget, finance, human resources management, general services and logistics.

Finance, Budget and Planning Section (formerly Budget and Planning Section)

International staff: inward redeployment of 3 positions

National staff: inward redeployment of 1 position

United Nations Volunteer: inward redeployment of 2 positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	**1**
Proposed 2016	–	–	–	–	–	1	1	–	**2**	1	–	**3**	1	1	2	**7**
Change	–	–	–	–	–	1	1	–	**2**	1	–	**3**	–	1	2	**6**

91. The Budget and Planning Section will continue to be responsible for the effective and efficient management, monitoring and control of budgetary resources in line with established regulations and rules to ensure that funds are available for the Mission to carry out its activities.

92. It is proposed that the Finance Section be merged with the Budget and Planning Section to become the Finance, Budget and Planning Section. For that purpose, it is proposed that one Field Service position, one Local level position and two United Nations Volunteers from the Finance Section in Kabul be redeployed.

93. It is also proposed that one P-4 position (Chief Budget and Planning Officer) and one P-3 position (Budget Officer) be redeployed from the Budget and Planning Section in Kuwait.

Air Safety Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	–	1	–	1	–	–	1	1	–	–	2
Proposed 2016	–	–	–	–	–	–	1	–	1	–	–	1	1	–	–	2
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

94. The Air Safety Unit will continue to ensure that the aviation activities of the Mission are in compliance with established aviation safety regulations and rules, and that controls are in place to ensure safe and secure air operations.

Office of the Chief of Supply Chain Management (formerly Office of Technical Services)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	1	–	–	–	1	1	–	2	–	1	–	3
Proposed 2016	–	–	–	–	1	–	–	–	1	1	–	2	–	1	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

95. The Office of the Chief of Technical Services is currently responsible for coordination and provision of efficient and timely logistic support to all components of the Mission. In that capacity, it oversees the Mission-critical support functions, such as engineering, communications and information technology, ground transport, supply/fuel, air operations, movement control, property management, facility management and geographic information systems. The Chief of Technical Services also provides advice to the Chief of Mission Support and senior management on all technical and logistic matters of mission support.

96. It is proposed that the Office of the Chief of Technical Services be renamed Office of the Chief of Supply Chain Management. The addition within Mission Support of a pillar for supply chain management with service delivery functions will deliver improved performance and customer satisfaction. The alignment of Mission Support with the service delivery model and including a supply chain management pillar will facilitate more consistent and higher quality services for clients and enable more rigorous measurement of performance.

97. The P-5 position of Chief of Supply Chain Management will report to the Chief of Mission Support and will be responsible for managing and coordinating the flow of supply chain goods and services and the associated delivery of services to the satisfaction of Mission clients.

Engineering Section

International staff: outward redeployment of 1 position

National staff: outward redeployment of 3 positions

United Nations Volunteer: outward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	1	2	–	**3**	3	–	**6**	1	13	8	**28**
Proposed 2016	–	–	–	–	–	1	2	–	**3**	2	–	**5**	–	11	7	**23**
Change	–	–	–	–	–	–	–	–	**–**	**(1)**	–	**(1)**	**(1)**	**(2)**	**(1)**	**(5)**

98. The Engineering Section will continue to provide effective and timely planning, oversight and coordination of engineering support operations. It will also continue to manage infrastructure projects and maintenance programmes from inception, specification, design and quality control, and follow the implementation of projects through the procurement process and contract award until their completion.

99. It is proposed that one Field Service position (Materials and Assets Assistant), one National Professional Officer (Inventory and Supply Officer), two Local level positions (Storekeeper and Facilities Management Assistant), and one United Nations Volunteer (Facilities Management Assistant) be redeployed to the newly established Integrated Warehousing Section. Those redeployments are intended to facilitate the consolidation of different equipment categories in each Mission under one management structure for the integrated warehousing function. The proposed redeployments will support the achievement of harmonized end-to-end methodology for centralized warehousing management based on best practices; improved quality and timeliness of recording of warehousing transactions; a higher level of inventory record accuracy; increased product availability and customer satisfaction; enhanced utilization of resources; and effective capacity management.

Geospatial, Information and Telecommunications Technologies Section (formerly Communications and Information Technology Section)

National staff: inward redeployment of 1 position; outward redeployment of 3 positions

United Nations Volunteer: inward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total international**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2015	–	–	–	–	–	1	–	–	1	7	–	8	4	25	7	44
Proposed 2016	–	–	–	–	–	1	–	–	1	7	–	8	5	22	8	43
Change	–	–	–	–	–	–	–	–	–	–	–	–	1	(3)	1	(1)

100. It is proposed that the Communications and Information Technology Section be renamed the Geospatial, Information and Telecommunications Technologies Section, merging the current functions of the Communications and Information Technology Section and the Geographic Information Section. The new Section will provide secure and reliable information technology services to UNAMA staff throughout Afghanistan. It will continue to oversee various projects, such as disaster recovery and business continuity, virtualization, increased bandwidth for headquarters in Kabul and the field offices, information security and standardization of services and user support to the field, and also deliver on the functions of the Geographic Information Section.

101. The Department of Field Support is currently consolidating geospatial capabilities globally and moving beyond an initial pilot phase to centralize capacity at the Global Service Centre in Brindisi, Italy. The centralization leverages existing infrastructure and helps to avoid redundancy in infrastructure, duplication of purchases and difficulties in achieving standardization. Consequently, the Department plans to centralize the following functions, currently performed in UNAMA, at the Global Service Centre: (a) imagery management and processing; (b) spatial, terrain and environmental analysis; (c) geospatial application and development; (d) standardization of processes, products and data models, including enterprise geospatial database set-up and management; and (e) topographic and base mapping development.

102. The Department proposes that the workload generated in meeting those functions be resourced by establishing additional positions for the Global Service Centre, using the related proposed abolishment of positions in field missions, including UNAMA. Staffing costs at the Centre will therefore be offset by a reduction in existing geographic information system resources in field missions.

103. As a result, it is proposed that one National Professional Officer (Geographic Information Officer) and one United Nations Volunteer (Geographic Information Officer) from the Geographic Information Section in Kabul be redeployed to the Geospatial, Information and Telecommunications Technologies Section and 3 Local level positions (Asset Management Clerks and Secretary) to the newly established Integrated Warehousing Section, to facilitate the consolidation of different

equipment categories in each mission under one management structure for the integrated warehousing function.

Integrated Warehousing Section (formerly Supply/Fuel Cell Section)

International staff: inward redeployment of 2 positions

National staff: inward redeployment of 7 positions

United Nations Volunteer: inward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total international**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2015	–	–	–	–	–	–	1	1	2	2	–	4	–	12	3	19
Proposed 2016	–	–	–	–	–	–	1	1	2	4	–	6	2	17	4	29
Change	–	–	–	–	–	–	–	–	–	2	–	2	2	5	1	10

104. As provided by the global field support strategy guidance, it is proposed that an integrated warehousing section be established in UNAMA, based on the existing staffing complement of the Supply/Fuel Cell Section and augmented by staff from the existing engineering, transport and communications and information technology areas.

105. The Integrated Warehousing Section will report to the Chief of Supply Chain Management. The rationale for aligning with an integrated warehouse is based on overcoming limitations in effectiveness and efficiency inherent in the existing organizational structure, processes and legacy tools. The limitations are in the four functional areas of batch management, moving stock, stocktaking (known locally as physical verification) and issuing stock.

106. The limitations in batch management are cited as time-consuming manual processes using spreadsheets without providing an automated system for tracking item life or expiry date. Secondly, there is no existing visibility of the stock moves within warehouses effecting reconciliation of quantities. In addition, replenishment of specific items is triggered by visual inspection or manual tracking of data. Similarly, stocktaking (physical verification) is limited by the lack of modern methods and tools, without automated alerts when stock items approach minimum levels. Finally, the approval process for issuing stock is manual and lengthy and there is no effective linkage with demand forecasting. With the establishment of a well-planned integrated warehousing section, it is anticipated that the above-mentioned shortcomings will be addressed.

107. In addition to the functions mentioned above, the Section will also be responsible for carrying out the functions of the former Supply/Fuel Cell Section of overseeing the effective and timely planning, oversight and coordination of supply support operations and managing the procurement and supply of all UNAMA general supplies, as well as medical, security, fire safety, welfare and training assets and equipment.

108. It is therefore proposed that:

(a) One Field Service position (Materials and Assets Assistant), one National Professional Officer (Inventory and Supply Officer), two Local level positons (Storekeeper and Facility Management Assistant), and one United Nations Volunteer from the Engineering Section (Asset Management Assistant) be redeployed;

(b) One Field Service position (Vehicle Technician) and one National Professional Officer (Transport Officer) from the Surface Transport Section be redeployed;

(c) Three Local level positions (Management Clerks and Secretary) from the Geospatial, Information and Telecommunications Technologies Section be redeployed.

109. The proposed redeployments will support the achievement of a harmonized end-to-end methodology for centralized warehousing management based on best practices; improved quality and timeliness of recording of warehousing transactions; higher level of inventory record accuracy; increased product availability and customer satisfaction; enhanced resources utilization; and effective capacity management.

Surface Transport Section

International staff: abolishment of 1 position; outward redeployment of 1 position

National staff: outward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	1	–	–	1	5	–	6	2	120	4	132
Proposed 2016	–	–	–	–	–	–	–	–	–	4	–	4	1	120	4	129
Change	–	–	–	–	–	(1)	–	–	(1)	(1)	–	(2)	(1)	–	–	(3)

110. The Surface Transport Section will continue to provide efficient ground transportation support to all staff in Kabul and the field offices, including support for in-house repair and maintenance of a variety of vehicles through the UNAMA-owned and managed workshops.

111. The span of responsibility for the Chief Transport Officer has reduced progressively during the past four years with the reduction of field offices from 22 to 11 and armoured vehicles from 368 to 248. It has therefore been determined that his responsibilities can be met at the next level down within the Section. It is therefore proposed that one P-4 position of Chief Transport Officer be abolished, while the functions of the position will be transferred to an existing Field Service position.

112. It is also proposed that one Field Service position (Vehicle Technician) and one National Professional Officer (Transport Officer) be redeployed to the newly established Integrated Warehousing Section to facilitate the consolidation of different equipment categories in each mission under one management structure for the integrated warehousing function. The proposed redeployments will support the achievement of a harmonized end-to-end methodology for centralized warehousing

management based on best practices; improved quality and timeliness of recording of warehousing transactions; higher level of inventory record accuracy; increased product availability and customer satisfaction; enhanced resources utilization; and effective capacity management.

Air Operations Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	1	2	–	3	1	–	4	2	7	4	17
Proposed 2016	–	–	–	–	–	1	2	–	3	1	–	4	2	7	4	17
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

113. The Air Operations Section will continue to provide efficient air transportation services to the Mission with a view to obtaining best value for money from contracted air carriers. It will also continue to utilize efficiently its existing resources of qualified aviation specialists at both the international and national levels.

Movement Control Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	–	–	–	–	2	–	2	2	15	1	20
Proposed 2016	–	–	–	–	–	–	–	–	–	2	–	2	2	15	1	20
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

114. The Movement Control Section will continue to plan, coordinate, organize, execute and control the transportation of personnel and cargo by efficiently utilizing all available transportation assets.

Geographic Information Section

National staff: outward redeployment of 1 position

United Nations Volunteer: outward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1	2
Proposed 2016	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	–	–	–	–	–	–	(1)	–	(1)	(2)

115. The Geographic Information Section is responsible for producing maps and other geographic information products and tools that are vital for security and for the substantive staff of the Mission to carry out their work. The Section is headed by one P-3 position, supported by one P-2 position, both based in Kuwait, and one National Professional Officer and one United Nations Volunteer, both based in Kabul.

116. The Department of Field Support is consolidating geospatial capabilities globally and moving beyond an initial pilot phase to centralize capacity at the Global Service Centre in Brindisi, a process that was initiated in 2014. The centralization leverages existing infrastructure and assists in avoiding redundancy in infrastructure, duplication of purchases and difficulties in achieving standardization. The following functions, currently performed in UNAMA are identified by the Department for centralization at the Global Service Centre:

(a) Imagery management and processing;

(b) Spatial, terrain and environmental analysis;

(c) Geospatial application and development;

(d) Standardization of processes, products and data models, including enterprise geospatial database set-up and management;

(e) Topographic and base-mapping development.

117. Based on the above, it is proposed that the functions of the Geographic Information Section in Kabul be discontinued and one National Professional Officer and one United Nations Volunteer (Geographic Information Officers) be redeployed to the Geospatial, Information and Telecommunications Technologies Section in Kabul. They will serve as focal points for client communications and facilitating services that meet specific requirements, in addition to supporting regular minor data updates and products for the continuous requirements of clients.

118. It is also proposed that the functions of the Geographic Information Section in the Kuwait Office be discontinued and its staffing of one P-3 (Chief Geographic Information Officer) and one P-2 (Associate Geographic Information Officer) abolished.

Property Management Section

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	–	1	–	–	1	2	–	3	–	9	3	15
Proposed 2016	–	–	–	–	–	1	–	–	1	2	–	3	–	9	3	15
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

119. The Property Management Section will continue to oversee the management of the overall supply chain process of the Mission, including requisition, receipt, utilization, maintenance, monitoring, oversight, control, setting of stock levels, pruning of surplus stocks, calculation of consumption rates and establishment of replacement cycles in order to optimize the inventory management of the Mission, as well as the survey, assessment and disposal of property.

120. The Section will also implement policies and procedures related to the management of all United Nations-owned equipment, providing specialized inventory management support to the Mission and consolidating the strategic management of property. It will also ensure the overall accountability and a global view of all United Nations-owned equipment.

Facility Management Unit

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	–	–	–	–	–	1	–	1	–	3	6	10
Proposed 2016	–	–	–	–	–	–	–	–	–	1	–	1	–	3	6	10
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

121. The Facility Management Unit will continue to oversee the management of accommodation and office premises provided by the United Nations.

Procurement Section

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	–	1	–	–	1	3	–	4	2	2	–	8
Proposed 2016	–	–	–	–	–	1	–	–	1	3	–	4	2	2	–	8
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

122. The Procurement Section is responsible for overseeing the acquisition of all locally acquired supplies and services for the Mission, including defence stores, construction supplies and ground and jet fuel. It is responsible for managing all local contracts for the Mission, including all leases and contracts for armed and unarmed security services. The Section will report to the Chief of Supply Chain Management.

Office of the Deputy Chief of Mission Support (formerly Office of the Chief of Administrative Services)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	1	–	–	–	1	–	–	1	–	1	–	2
Proposed 2016	–	–	–	–	1	–	–	–	1	–	–	1	–	1	–	2
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

123. The Office of the Chief of Administrative Services will continue to oversee the coordination and provision of efficient and timely administrative support to all components of UNAMA, including carrying out Mission-critical support functions such as finance, human resources management, procurement, medical, staff counselling, welfare and information management.

124. It is proposed that the Office of the Chief of Administrative Services be renamed Office of the Deputy Chief of Mission Support and that the existing P-5 position of Chief of Administrative Services take responsibilities as Deputy Chief of Mission Support, reporting to the Chief of Mission Support. The Deputy Chief will be responsible for undertaking coordination and operational oversight and ensuring that key enabling services are delivered to clients. He or she will also oversee operational work and take over some strategic functions delegated by the Chief of Mission Support.

125. It is also proposed that the finance functions of the Deputy Chief of Mission Support be redeployed and merged into the Finance, Budget and Planning Section, reporting to the Chief of Mission Support, and the procurement functions merged into the Chief of Supply Chain Management, along with the authorized staffing complement.

United Nations Volunteers Support Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1	1
Proposed 2016	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1	1
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

126. The UNV Support Unit is headed by a UNV Programme Manager funded by the UNV support cost component of the memorandum of understanding between UNV headquarters and the Department of Field Support. The Programme Manager is supported by one United Nations Volunteer. The Unit provides effective programme management and administrative services to the Volunteers in support of the implementation of the mandates of the Mission and UNV, as specified in the memorandum of understanding.

127. The Unit is responsible for:

(a) Management of United Nations Volunteers, including the evaluation of new post descriptions and requests, and the monitoring of ongoing assignments, including contractual issues, leave monitoring, timely payment of entitlements, counselling, accommodation arrangements, security awareness, organization of welfare activities, and training and learning;

(b) Management of Mission UNV resources, including regular financial reporting, preparation of project budget revisions and financial tracking of resources;

(c) Participating in planning exercises with UNAMA, with a view to creating new UNV programmes and positions within the Mission. That includes regular short- and long-term programme analysis, preparation of programming advisory notes, strategy papers, and project documents;

(d) Preparing case studies, best practice guidelines and briefing notes for promoting the work of UNV in UNAMA for publication.

Human Resources Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	1	1	–	**2**	2	–	**4**	3	7	2	**16**
Proposed 2016	–	–	–	–	–	1	1	–	**2**	2	–	**4**	3	7	2	**16**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

128. The Human Resources Section will continue to be responsible for the management of Mission human resources, including recruitment and staff retention, provision of guidance to staff on contractual arrangements and entitlements, performance management and career development, among other duties.

129. The Kabul-based Chief Civilian Personnel Officer manages all human resources management system activities, including coordination with the human resources team based in the Kuwait Joint Support Office. All international and national staff transactional activities are carried out by the human resources team in Kuwait.

Finance Section

International staff: outward redeployment of 1 position

National staff: outward redeployment of 1 position

United Nations Volunteer: outward redeployment of 2 positions

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Field Security Service	General Service	**Total international**	National Professional Officer	Local level	United Nations Volunteers	**Total**
Approved 2015	–	–	–	–	–	–	–	–	–	1	–	1	–	1	2	4
Proposed 2016	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	(1)	(2)	(4)

130. The Finance Section is responsible for managing the provision of effective financial administration and risk management advice in support of the implementation of the Mission mandate and aimed at ensuring that the United Nations financial regulations and rules are strictly observed. It is also responsible for ensuring that effective internal controls are in place to safeguard financial assets and timely and reliable financial operations are carried out.

131. It is proposed that:

(a) The Finance Section be discontinued and its functions transferred to the Finance, Budget and Planning Section;

(b) Four positions (one Field Service, one Local level and two United Nations Volunteers) be redeployed to the Finance, Budget and Planning Section.

Medical Services Section

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Field Security Service	General Service	**Total international**	National Professional Officer	Local level	United Nations Volunteers	**Total**
Approved 2015	–	–	–	–	–	1	1	–	2	–	–	2	4	9	6	21
Proposed 2016	–	–	–	–	–	1	1	–	2	–	–	2	4	9	6	21
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

132. The Medical Services Section will continue to oversee the provision of health care to all UNAMA international and national staff and their dependants, including providing access to medical facilities and services for all staff in Kabul and in the field.

133. The central clinic of the UNAMA medical facilities in Kabul is designed to treat common illnesses among United Nations international staff, national staff members and their dependants; is open around the clock for emergency cases; provides outpatient consultation during regular office hours; maintains beds for

patient observation and treatment from a few hours to a few days; and provides treatment, such as primary care, advanced life support, trauma management, minor surgery, casualty evacuation, dental care and preventive medicine.

134. The Section will also manage satellite clinics at the Alpha Compound and in six regional offices. Further, in order to maintain existing medical capabilities, the Mission shares the cost of the Medical Emergency Response Team in Afghanistan.

Information Management Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	–	1	–	1	–	–	1	–	4	2	7
Proposed 2016	–	–	–	–	–	–	1	–	1	–	–	1	–	4	2	7
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

135. The Information Management Unit will continue to oversee the management of information produced at the Mission, including the development and implementation of a comprehensive records management programme and the application and/or improvement of information management policies, procedures and tools to support the mandate of the Mission.

Staff Counselling Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	1	1	–	2	–	–	2	2	1	2	7
Proposed 2016	–	–	–	–	–	1	1	–	2	–	–	2	2	1	2	7
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

136. The Staff Counselling Unit will continue to support the psychosocial well-being of all UNAMA staff in Afghanistan, including the provision of individual and group counselling interventions, emergency psychological services and follow-up for staff exposed to critical incidents, technical advice to United Nations offices on stress mitigation and prevention strategies. It will also conduct training activities and provide psychosocial education for staff and managers and supervise peer helpers and their activities.

Welfare Unit

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	–	–	–	–	–	–	–	–	–	1	1	2
Proposed 2016	–	–	–	–	–	–	–	–	–	–	–	–	–	1	1	2
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

137. The Welfare Unit will continue to develop the UNAMA staff welfare framework and workplan, including coordination of improvements and maintenance of UNAMA welfare facilities and regular activities for the welfare and well-being of UNAMA staff throughout Afghanistan.

6. UNAMA Support Office in Kuwait and Kuwait Joint Support Office

UNAMA Support Office in Kuwait

Table 10

Staffing requirements for the UNAMA Support Office in Kuwait

International staff: abolishment of 10 positions; outward redeployment of 2 positions

National staff: abolishment of 7 positions

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	1	2	6	1	10	7	–	17	–	11	–	28
Proposed 2016	–	–	–	–	1	–	–	–	1	4	–	5	–	4	–	9
Change	–	–	–	–	–	(2)	(6)	(1)	(9)	(3)	–	(12)	–	(7)	–	(19)

138. The UNAMA Support Office in Kuwait was established in September 2010 on the basis of the decision that UNAMA Mission Support offices with automated systems could work effectively offshore and provide the necessary support services to UNAMA staff, including functions and services related to procurement, geographic information systems, conduct and discipline, resident audit, property management, budget and planning, and disaster recovery and business continuity.

139. A training centre in Kuwait allows UNAMA staff access to third-party regional training expertise in a cost-effective manner. The UNAMA Support Office in Kuwait also includes temporary office space for possible evacuees from field offices who cannot be accommodated elsewhere within the Mission area, or from Kabul, in a possible in extremis situation.

140. The UNAMA Support Office in Kuwait and the Kuwait Joint Support Office are co-located within the premises currently occupied by UNAMI in Kuwait City.

141. In 2015, the staffing component of the UNAMA Support Office in Kuwait comprised 28 positions (1 P-5, 2 P-4, 6 P-3, 1 P-2, 7 Field Service, 11 Local level). For 2016, it is proposed that 17 positions (1 P-4, 5 P-3, 1 P-2, 3 Field Service, 7 Local level) be abolished and 2 positions (1 P-4, 1 P-3) redeployed to Kabul. The remaining 9 positions (1 P-5, 4 Field Service, 4 Local level) will continue to carry out tasks in Kuwait to reduce the UNAMA footprint in Kabul and will report directly to their respective Section/Unit Chiefs located in Kabul.

Kuwait Joint Support Office

Table 11
Staffing requirements for the Kuwait Joint Support Office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	1	1	2	1	**5**	15	–	**20**	–	20	–	**40**
Proposed 2016	–	–	–	–	1	1	2	1	**5**	15	–	**20**	–	20	–	**40**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

142. The UNAMA Support Office in Kuwait was established in September 2010 on the basis of the decision that UNAMA Mission Support offices with automated systems could work effectively offshore and provide the necessary support services to UNAMA staff, including most functions and services related to finance, human resources, travel and training.

143. In November 2010, upon the signing of a memorandum of agreement with the Government of Kuwait, the UNAMA Support Office officially began to operate in Kuwait. It is co-located with the UNAMI Support Office in the Kheitan Compound. UNAMI has been operating its Support Office in Kuwait since 2004.

144. In response to General Assembly resolution 65/259, in which the Assembly encouraged increased cooperation between and among missions operating in the same geographical location with a view to achieving efficiency and cost-effectiveness, the Kuwait Joint Support Office was launched in December 2012, not as a separately funded office, but as a joint integral component of both UNAMA and UNAMI, funded through the assessed budgets for both missions. The Joint Support Office is scalable to the requirements of the missions and the proportion of services rendered to each mission is reflected in the resource distribution to each mission. The Office is managed by UNAMA and UNAMI and accountability for the performance of the office remains with both missions. The resources for the Office are determined in conjunction with the other resource requirements of UNAMA and UNAMI.

145. With the development of the Office, UNAMA and UNAMI are committed to continue working to deliver benefits consistent with the goals of the global field support strategy (see General Assembly resolution 64/269).

146. Since the official launch of the Joint Support Office, the progressive integration of UNAMA and UNAMI administrative support personnel and processes into a

consolidated Support Office serving both missions has continued. That effort has been led by a steering committee comprised of the Chiefs of Mission Support of UNAMA and UNAMI and representatives of the Department of Field Support and by the management team of the Joint Support Office. In addition, since the integration of finance and human resources services within the Office, the steering committee and management team have been engaged in activities and initiatives aimed at consolidating and improving existing business practices and service delivery.

147. The Joint Support Office has received the approval and relevant delegations of authority to approve workflows related to both missions, particularly in the areas of finance and human resources, which allows for greater integration and economies of scale, thus leading to additional efficiencies.

148. The Joint Support Office also supports United Nations global initiatives, such as the implementation of the International Public Sector Accounting Standards (IPSAS), Umoja and Inspira, and has assumed additional delegation for the delivery of finance and human resources support services to the United Nations Regional Centre for Preventive Diplomacy for Central Asia and staff of the Department of Political Affairs based in Yemen. Discussions continue between the leadership of UNAMA and UNAMI to identify additional areas for inter-mission cooperation.

149. In 2016 and beyond, the Joint Support Office anticipates realizing ongoing efficiencies from personnel-related costs as a result of lower costs of international staff deployed in Kuwait, as compared to Afghanistan and Iraq, owing mainly to lower duty station hardship allowances, education grant entitlements and home leave and family visit travel entitlements. In addition, since there is no rest and recuperation entitlement for staff deployed in Kuwait, an increased number of productive working days in the Joint Support Office will be achieved. Efficiencies in mission support costs also arise as a result of reduced requirements to provide secure accommodation, transportation by armoured vehicles and other life-support requirements. The benefits of remote service provision were first realized in 2013 and continue to be a recurring benefit for the Organization. In 2015, the Joint Support Office anticipates additional reductions in its staffing of approximately 13 per cent (9 per cent reduction in posts funded by UNAMA). Those anticipated staffing reductions, including decreases in staffing costs, will be carried out in 2016 and beyond.

150. The Joint Support Office, which has a staffing strength of 40 positions (1 P-5, 1 P-4, 2 P-3, 1 P-2, 15 Field Service, 20 Local level), funded by UNAMA, are assigned dual responsibilities and support both UNAMA and UNAMI by carrying out administrative tasks, including in the areas of finance and human resources.

151. UNAMA and UNAMI both contribute posts to the Joint Support Office. The table below provides information on the positions they contributed to the Office in 2015 and the proposed contributions for 2016.

Table 12
Posts contributed by UNAMA and UNAMI to the Kuwait Joint Support Office

	International staff	*National staff*	*Total*	*Share in %*
2015 approved positions				
UNAMA	20	20	40	52
UNAMI	12	25	37	48
Total	**32**	**45**	**77**	**100**
2016 proposed positions				
UNAMA	20	20	40	52
UNAMI	12	25	37	48
Total	**32**	**45**	**77**	**100**
Change	–	–	–	–

152. In addition to funding the positions mentioned above within the Joint Support Office, client missions also contribute to the operating costs of the Office, which occupies premises operated by UNAMI. Monthly common service recovery costs for Office personnel funded by UNAMA are billed by UNAMI to UNAMA. In addition, both client missions bear the travel and training costs for Office personnel funded by their respective missions.

7. Field offices in regions and provinces

Background

153. Under the Bonn Agreement of December 2001, eight regional offices in Kabul (Kabul, central regional office), Kandahar (Kandahar), Herat (Herat), Balkh (Mazar-e-Sharif), Nangarhar (Jalalabad), Kunduz, Bamyan and Paktya (Gardez) and two provincial offices, in Faryab (Maymana) and Badakhshan (Fayz Abad), were established. In the following years, additional provincial offices were established, in Zabul (Qalat), Nimroz (Zaranj), Uruzgan (Tirin Kot), Farah (Farah), Ghor (Chaghcharan), Badghis (Qala-e Naw), Sar-e Pul (Sar-e Pul), Kunar (Asad Abad), Baghlan (Pul-e-Khumri), Day Kundi (Nili), Khost (Khost), Jawzjan (Shiberghan) and Takhar (Taloqan).

154. The UNAMA field presence will continue to be central to the engagement of the Mission with its stakeholders across the regions of Afghanistan. The field presence enables the Mission to engage, advocate, monitor and report on various issues related to the Mission mandate, particularly through its outreach to populations in remote areas and in challenging security environments.

155. In the past few years, as a result of structural/organizational changes and resource reprioritization in the Mission, 10 UNAMA provincial offices, in Badghis, Ghor, Nimroz, Zabul, Day Kundi, Uruzgan, Takhar, Sar-e Pul, Kunar and Khost were closed. Consequently, in 2016, the Mission proposes to close the provincial offices in Shiberghan (Jawzjan province), and to operate 12 field offices throughout Afghanistan, comprising 7 regional offices and 5 provincial offices.

156. In order for the Mission provincial offices to achieve maximum outreach in 2016, it is proposed that the Shiberghan office in Jawzjan province be consolidated with the regional office in Mazar-e-Sharif. That will entail the closure of the Shiberghan provincial office, the abolishment of 23 of its approved positions and the outward redeployment of 6 approved positions, as described under the respective provincial offices.

157. The following summarizes the status of all regional and provincial offices that it is proposed be operational in 2016. It is proposed that:

(a) The eastern region (Jalalabad) remains as is, with no provincial office;

(b) The western region (Herat) remains as is, with one provincial office in Farah;

(c) The central region (Kabul) remains as is, with no provincial office;

(d) The northern region (Mazar) remains as is, with one provincial office in Faryab (Maymana);

(e) The south-eastern region (Gardez) remains as is, with no provincial office;

(f) The north-eastern region (Kunduz) remains as is, with two provincial offices in Badakhshan and Baghlan;

(g) The southern region (Kandahar) remains as is, with no provincial office;

(h) The Central Highlands region (Bamyan) remains as is, with no provincial field office. The Bamyan field office is considered a provincial office, although its area of operations extends across the Bamyan and Daikundi provinces.

158. Table 13 below details the approved 2015 and proposed 2016 staffing structure of UNAMA field offices in the regions and provinces.

Table 13
Staffing requirements for regional and provincial offices[a]

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	7	31	33	11	**82**	39	–	**121**	114	504	19	**758**
Proposed 2016	–	–	–	–	7	28	32	10	**77**	38	–	**115**	114	482	19	**730**
Change	–	–	–	–	–	**(3)**	**(1)**	**(1)**	**(5)**	**(1)**	–	**(6)**	–	**(22)**	–	**(28)**

[a] Includes seven regional and five provincial offices.

Regional offices

159. The Mission will continue to operate seven regional offices, in Kabul, Kandahar, Herat, Balkh (Mazar-e-Sharif), Nangarhar (Jalalabad), Kunduz and Paktya (Gardez), with a proposed total staffing strength of 542 positions, as shown in table 14 below.

160. The tables below provide details of the proposed staffing structure of each regional office, including proposed abolishment and redeployments.

Table 14
Staffing requirements for regional offices

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total international**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2015	–	–	–	–	7	25	26	7	**65**	32	–	**97**	97	334	14	**542**
Proposed 2016	–	–	–	–	7	22	26	7	**62**	32	–	**94**	99	335	14	**542**
Change	–	–	–	–	–	(3)	–	–	**(3)**	–	–	**(3)**	**2**	**1**	–	–

Kabul regional office — central region

International staff: inward redeployment of 1 position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total international**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2015	–	–	–	–	1	2	4	1	**8**	4	–	**12**	13	37	1	**63**
Proposed 2016	–	–	–	–	1	2	5	1	**9**	4	–	**13**	13	37	1	**64**
Change	–	–	–	–	–	–	1	–	**1**	–	–	**1**	–	–	–	**1**

161. It is proposed that one P-3 position of Political Affairs Officer be redeployed from the Shiberghan provincial office. The Kabul Regional Field Office covers six provinces, the most of all UNAMA field offices. The inward redeployment of the position mentioned above will therefore strengthen the capacity of the Office to discharge its mandated activities, allowing for increased liaison with the provincial authorities and monitoring of political and security developments within the region.

Kandahar regional office — southern region

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Field Security Service*	*General Service*	**Total international**	*National Professional Officer*	*Local level*	*United Nations Volunteers*	**Total**
Approved 2015	–	–	–	–	1	2	3	1	**7**	6	–	**13**	14	50	1	**78**
Proposed 2016	–	–	–	–	1	2	3	1	**7**	6	–	**13**	14	50	1	**78**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Herat regional office

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	1	4	5	–	10	6	–	16	14	46	3	79
Proposed 2016	–	–	–	–	1	4	5	–	10	6	–	16	14	46	3	79
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Balkh (Mazar-e-Sharif) regional office

International staff: inward redeployment of 1 position

National staff: inward redeployment of 3 positions

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	1	5	4	–	10	4	–	14	14	54	2	84
Proposed 2016	–	–	–	–	1	5	4	1	11	4	–	15	16	55	2	88
Change	–	–	–	–	–	–	–	1	1	–	–	1	2	1	–	4

162. In view of the proposed closure of the Shiberghan provincial office, it is proposed that the Mazar-e-Sharif regional office take over the coverage of Jawzjan province in order to meet the political expectations of government authorities and stakeholders in the province through a regular presence and sustained engagement.

163. It is therefore proposed that the following positions from the Shiberghan provincial offices be redeployed:

(a) Two National Professional Officers (Human Rights Officer and Civil Affairs Officer) to strengthen the human rights and civil affairs capacity of the Office and ensure effective coverage of Jawzjan province;

(b) One Local level position (Political Affairs Assistant) to strengthen the capacity of the Office and ensure effective coverage of Jawzjan province;

(c) One P-2 position (Associate Civil Affairs Officer) and one National Professional Officer (Civil Affairs Officer) to support civil affairs-related activities and ensure effective coverage of Jawzjan province.

Nangarhar (Jalalabad) regional office

International staff: abolishment of 1 position

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	1	4	5	2	12	5	–	17	15	52	2	86
Proposed 2016	–	–	–	–	1	4	4	2	11	5	–	16	15	52	2	85
Change	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)	–	–	–	(1)

164. It is proposed that 1 P-3 position of Civil Affairs Officer be abolished, in view of the fact that the current staffing is deemed sufficient to carry out the civil affairs work in the Office.

Kunduz regional office

International staff: abolishment of 2 positions

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	1	4	3	1	9	4	–	13	14	49	3	79
Proposed 2016	–	–	–	–	1	2	3	1	7	4	–	11	14	49	3	77
Change	–	–	–	–	–	(2)	–	–	(2)	–	–	(2)	–	–	–	(2)

165. Security restrictions in Kunduz limit movement by the Mission within the region, which has resulted in a drastic decrease of donor/stakeholder activities requiring coordination and in the capacity of the Mission to access provincial justice institutions. It is therefore proposed that 2 P-4 positions of Coordination Officer and Rule of Law Officer be abolished.

Paktya (Gardez) regional office — south-eastern region

International staff: outward redeployment of 1 position; abolishment of 1 position

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	1	4	2	2	9	3	–	12	13	46	2	73
Proposed 2016	–	–	–	–	1	3	2	1	7	3	–	10	13	46	2	71
Change	–	–	–	–	–	(1)	–	(1)	(2)	–	–	(2)	–	–	–	(2)

166. It is proposed that 1 P-4 position of Judicial Affairs Officer be redeployed to the Rule of Law Unit at headquarters in Kabul to facilitate the shift in the focus of the Rule of Law Unit to include regulatory frameworks to foster business development in the licit economy and to engage in policy consensus-building with national-level platforms on criminal and civil justice, including land and water management and anti-corruption enforcement. Further, that position has not been fully utilized in Gardez owing to security restrictions which severely limit movement in the region and effective engagement with provincial justice institutions.

167. It is also proposed that 1 P-2 position of Associate Human Rights Officer be abolished, in view of the fact that the current staffing is deemed sufficient to carry out the human rights work in the office.

Provincial offices

168. The Mission will operate five provincial offices: in Farah (Farah), Faryab (Maymana), Badakhshan (Fayz Abad), Baghlan (Pul-e-Khumri) and Bamyan, with a proposed total staffing strength of 188 positions, as shown in table 15 below.

Table 15
Staffing requirements for provincial offices

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	6	7	4	17	7	–	24	17	170	5	216
Proposed 2016	–	–	–	–	–	6	6	3	15	6	–	21	15	147	5	188
Change	–	–	–	–	–	–	(1)	(1)	(2)	(1)	–	(3)	(2)	(23)	–	(28)

Farah (Farah) (under the Herat regional office/western region)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	1	1	1	3	1	–	4	3	28	1	36
Proposed 2016	–	–	–	–	–	1	1	1	3	1	–	4	3	28	1	36
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Faryab (Maymana) (under the Balkh regional office/northern region)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	1	1	–	**2**	1	–	**3**	3	30	1	**37**
Proposed 2016	–	–	–	–	–	1	1	–	**2**	1	–	**3**	3	30	1	**37**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Jawzjan (Shiberghan) (under the Balkh regional office/northern region)

International staff: outward redeployment of 3 positions; abolishment of 1 position

National staff: outward redeployment of 3 positions; abolishment of 22 positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	1	1	1	**3**	1	–	**4**	2	23	–	**29**
Proposed 2016	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	(1)	(1)	(1)	**(3)**	**(1)**	–	**(4)**	**(2)**	**(23)**	–	**(29)**

169. It is proposed that maximum outreach be achieved through the consolidation of the Shiberghan Office in Jawzjan province with the regional office in Mazar-e-Sharif.

170. In that context, it is proposed that the following positions be redeployed:

(a) One P-2 (Associate Civil Affairs Officer), two National Professional Officers (Human Rights Officer and Civil Affairs Officer) and one Local level (Political Affairs Assistant) to the regional office in Mazar-e-Sharif;

(b) One P-4, Head of Office, to the Badakhshan provincial office;

(c) One P-3, Political Affairs Officer, to the Kabul regional office.

171. It is also proposed that 1 Field Service position (Security Officer) and 22 Local level positions (Language Assistant, Driver, IT Assistant, Administrative Assistant, Security Officer, Radio Operators, Security Guards, Security Assistant) be abolished.

Badakhshan (Fayz Abad) (under the Kunduz regional office/north-eastern region)

International staff: inward redeployment of 1 position

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	–	1	2	–	3	1	–	4	2	28	–	34
Proposed 2016	–	–	–	–	–	2	2	–	4	1	–	5	2	28	–	35
Change	–	–	–	–	–	1	–	–	1	–	–	1	–	–	–	1

172. Badakhshan shares a border with Tajikistan to the north, with China to the east and with Pakistan to the south-east. With the rise in conflict in the area, including cross-border activity, there is an increasing demand for the good offices role of UNAMA. It is therefore proposed that one P-4 position of Head of Office be redeployed from the Shiberghan provincial office to head the provincial office in Badakhshan.

Baghlan (Pul-e-Khumri) (under the Kunduz regional office/north-eastern region)

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	–	1	1	1	3	1	–	4	3	30	–	37
Proposed 2016	–	–	–	–	–	1	1	1	3	1	–	4	3	30	–	37
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Bamyan

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	–	1	1	1	3	2	–	5	4	31	3	43
Proposed 2016	–	–	–	–	–	1	1	1	3	2	–	5	4	31	3	43
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

IV. Analysis of resource requirements

Table 16
Detailed cost estimates
(Thousands of United States dollars)

	2014-2015			Requirements for 2016			
Category of expenditure	*Appropriation* (1)	*Estimated expenditures* (2)	*Variance* (3)=(1)-(2)	*Total* (4)	*Non-recurrent* (5)	*Approved budget 2015* (6)	*Variance 2015-2016* (7)=(4)-(6)
I. Military and police personnel costs							
1. Military observers	1 295.7	1 211.0	84.7	588.9	–	730.8	(141.9)
2. United Nations police	353.6	345.7	7.9	232.6	–	240.6	(8.0)
Total category I	**1 649.3**	**1 556.7**	**92.6**	**821.5**	**–**	**971.4**	**(149.9)**
II. Civilian personnel costs							
1. International staff	141 525.4	139 448.0	2 077.4	70 759.1	–	72 418.9	(1 659.8)
2. National staff	84 675.0	88 803.7	(4 128.7)	44 321.3	–	41 786.3	2 535.0
3. United Nations Volunteers	6 517.3	6 517.3	–	3 440.2	–	3 135.6	304.6
Total category II	**232 717.7**	**234 769.0**	**(2 051.3)**	**118 520.6**	**–**	**117 340.8**	**1 179.8**
III. Operational costs							
1. Consultants	400.4	400.4	–	185.9	–	195.5	(9.6)
2. Official travel	3 461.8	3 461.8	–	1 823.0	–	1 780.8	42.2
3. Facilities and infrastructure	64 374.9	63 428.9	946.0	31 741.9	1 507.8	33 935.5	(2 193.6)
4. Ground transportation	3 597.6	3 546.5	51.1	1 773.9	–	1 516.7	257.2
5. Air transportation	44 006.9	42 422.5	1 584.4	18 589.9	–	21 937.9	(3 348.0)
6. Communications	9 312.9	9 312.9	–	4 466.7	260.0	4 907.4	(440.7)
7. Information technology	5 515.2	5 515.2	–	2 407.9	159.6	2 490.3	(82.4)
8. Medical	841.0	841.0	–	619.6	80.0	642.9	(23.3)
9. Other supplies, services and equipment	3 172.4	3 795.2	(622.8)	2 359.1	141.1	1 700.1	659.0
Total category III	**134 683.1**	**132 724.4**	**1 958.7**	**63 967.9**	**2 148.5**	**69 107.1**	**(5 139.2)**
Total requirements	**369 050.1**	**369 050.1**	**–**	**183 310.0**	**2 148.5**	**187 419.3**	**(4 109.3)**

A. Military and police personnel

	Appropriation 2014-2015	*Estimated expenditures 2014-2015*	*Variance*	*Total requirements 2016*	*Approved budget 2015*	*Variance 2015-2016*
Military observers	1 295.7	1 211.0	84.7	588.9	730.8	(141.9)

173. The provision of $588,900 reflects requirements for the deployment of 12 military advisers with respect to mission subsistence allowance, taking into account an estimated vacancy rate of 5 per cent ($461,000); travel costs ($85,500); clothing allowance ($2,400); and death and disability compensation ($40,000).

174. The unencumbered balance in 2014-2015 is due to cost recovery of accommodation provided by the United Nations; a lower actual cost of deployment and repatriation of military advisers; and a lower-than-budgeted vacancy rate.

175. The actual deployment of military personnel in 2015 resulted in an average vacancy rate of 10 per cent, compared with the budgeted rate of 5 per cent.

176. The variance between the 2016 requirements and the 2015 approved budget mainly reflects a reduction in the number of military advisers to be engaged with the Mission from 15 to 12. Despite the departure of the International Security Assistance Force from Afghanistan at the end of 2014, the leadership of UNAMA believes that the functions of the Military Advisory Unit can continue to be carried out with a reduced footprint.

	Appropriation 2014-2015	*Estimated expenditures 2014-2015*	*Variance*	*Total requirements 2016*	*Approved budget 2015*	*Variance 2015-2016*
United Nations police	353.6	345.7	7.9	232.6	240.6	(8.0)

177. The provision of $232,600 reflects requirements for the deployment of five United Nations police personnel with respect to mission subsistence allowance, taking into account an estimated vacancy rate of 20 per cent ($161,800); travel costs ($30,000); clothing allowance ($800); and death and disability compensation ($40,000).

178. The unencumbered balance in 2014-2015 relates mainly to a higher-than-budgeted vacancy rate.

179. The actual deployment of United Nations police in 2015 resulted in an average vacancy rate of 37.5 per cent, compared with the budgeted rate of 30 per cent.

180. The variance between the 2016 requirements and the 2015 approved budget mainly reflects a reduction in the number of police personnel to be engaged with the Mission from 6 to 5, in view of the fact that the Police Advisory Unit will no longer be involved in monitoring and evaluating donor-funded projects, and a reduced budgeted vacancy rate, from 30 per cent in 2015 to 20 per cent for 2016.

B. Civilian personnel

	Appropriation 2014-2015	*Estimated expenditures 2014-2015*	*Variance*	*Total requirements 2016*	*Approved budget 2015*	*Variance 2015-2016*
International staff	141 525.4	139 448.0	2 077.4	70 759.1	72 418.9	(1 659.8)

181. The provision of $70,759,100 reflects requirements for salaries ($36,237,800), common staff costs ($28,809,000) and danger pay allowance ($5,712,300) for the deployment of 376 international staff, including 211 in the Professional category,

164 in the Field Service category and 1 in the General Service category. The cost estimates take into account an estimated vacancy rate of 12 per cent.

182. The above cost estimates take into account the following proposed movements:

(a) The abolition of 22 international positions (16 Professional and 6 Field Service), as detailed in table 6;

(b) The redeployment of 9 international positions (6 Professional and 3 Field Service), as detailed in table 7.

183. The provision for salaries and common staff costs reflects the provision at the actual average step in grade and dependency status of the current incumbents and the ratio of actual common staff cost expenditures to actual salaries, based on expenditure trends.

184. The provision for danger pay allowance would cover compensation for service under dangerous conditions, payable to international staff deployed to all locations in Afghanistan only and is budgeted at $1,600 per month per international staff member for 10 months, taking into account the two-month rest and recuperation period, during which the entitlement for danger pay is not applicable.

185. The actual deployment of international staff in 2015 resulted in an average vacancy rate of 13 per cent, compared with the budgeted rate of 12 per cent.

186. The net variance between 2016 requirements and the 2015 approved budget mainly reflects the proposed abolition of 22 international positions.

187. The unencumbered balance in 2014-2015 relates mainly to higher-than-budgeted vacancy rates.

	Appropriation 2014-2015	*Estimated expenditures 2014-2015*	*Variance*	*Total requirements 2016*	*Approved budget 2015*	*Variance 2015-2016*
National staff	84 675.0	88 803.7	(4 128.7)	44 321.3	41 786.3	2 535.0

188. The provision of $44,321,300 reflects requirements for salaries ($27,450,800), common staff costs ($9,512,200), compensation for deployment to a dangerous duty station ($6,998,300) and overtime ($360,000) for 1,163 national staff positions, including 186 National Professional Officer and 977 Local level positions. The cost estimates take into account an estimated vacancy rate of 6 per cent for National Professional Officers and 4 per cent for Local level staff.

189. The above cost estimates take into account the following proposed movements:

(a) The abolition of 39 national positions (1 National Professional Officer and 38 Local level), as detailed in table 6;

(b) The redeployment of 12 national positions (5 National Professional Officer and 7 Local level), as detailed in table 7;

(c) The establishment of one National Professional Officer, as detailed in table 8.

190. The provision for salaries is budgeted using salary scales for Afghanistan, revisions 15 and 46, effective 1 March 2015, for National Professional Officers and Local level staff, respectively. The provision for salaries of Local level staff deployed in Kuwait is budgeted using revision 110.

191. The provision for common staff costs is budgeted at 35 per cent of net national salaries for staff based in Afghanistan, Islamabad and Tehran and at 25 per cent for staff based in Kuwait.

192. The provision for danger pay allowance would cover compensation for deployment to a dangerous duty station.

193. The provision for overtime is foreseen for national drivers who cover services outside business hours.

194. The actual deployment of national staff in 2015 resulted in average vacancy rates of 8.4 per cent and 4.6 per cent for National Officers and Local level staff, respectively.

195. The net variance between the 2016 requirements and the 2015 approved budget mainly reflects increases in salary scales for national staff, offset in part by the proposed reduction in the number of national positions.

196. The overrun in 2014-2015 relates mainly to increases in salary scales for national staff of 10.1 per cent for National Professional Officers and 12 per cent for Local level staff, effective 1 March 2015.

	Appropriation 2014-2015	*Estimated expenditures 2014-2015*	*Variance*	*Total requirements 2016*	*Approved budget 2015*	*Variance 2015-2016*
United Nations Volunteers	6 517.3	6 517.3	–	3 440.2	3 135.6	304.6

197. The provision of $3,440,200 reflects requirements for the deployment of 79 United Nations Volunteers to cover recurrent and non-recurrent costs ($3,185,400), taking into account an estimated vacancy rate of 20 per cent and programme support costs payable to the United Nations Volunteers headquarters in Bonn, Germany, at the rate of 8 per cent of total United Nations Volunteers costs ($254,800).

198. The cost estimates take into account a vacancy rate of 20 per cent for 2016. The actual deployment of United Nations Volunteers in 2015 resulted in an average vacancy rate of 19.2 per cent, compared with the budgeted rate of 20 per cent.

199. The variance between 2016 requirements and the 2015 approved budget mainly reflects higher entitlements owing to the implementation of new conditions of service for Volunteers, which has increased the well-being differential cost, effective March 2015.

C. Operational costs

	Appropriation 2014-2015	*Estimated expenditures 2014-2015*	*Variance*	*Total requirements 2016*	*Approved budget 2015*	*Variance 2015-2016*
Consultants	400.4	400.4	–	185.9	195.5	(9.6)

200. The provision of $185,900 reflects requirements for the engagement of consultants for the provision of technical and specialized expertise with respect to non-training activities carried out to support substantive areas of the Mission ($44,000) and training activities for Mission personnel ($141,900).

201. The variance between the 2016 requirements and the 2015 approved budget mainly reflects decreased requirements for training-related consultancy.

	Appropriation 2014-2015	*Estimated expenditures 2014-2015*	*Variance*	*Total requirements 2016*	*Approved budget 2015*	*Variance 2015-2016*
Official travel	3 461.8	3 461.8	–	1 823.0	1 780.8	42.2

202. The provision of $1,823,000 reflects requirements for official travel to carry out non-training ($1,465,000) and training ($358,000) activities.

203. The proposed requirements for official travel of staff for non-training activities include travel within and outside the Mission area, as follows:

(a) Travel within the Mission area includes the travel of staff of Mission Support and of heads of regional offices, including the liaison offices in Islamabad and Tehran, to attend regular monthly meetings with the Special Representative of the Secretary-General and senior management of the Mission. In addition, travel within the Mission area is required in order to provide essential technical support to field offices and to ensure that regular programme consultation takes place among the various components of the Mission to enable it to achieve the efficient implementation of its mandate;

(b) Travel outside the Mission area includes the official travel of the Special Representative of the Secretary-General and members of his senior staff in connection with the implementation of the Mission mandate to attend various high-level conferences on Afghanistan and to visit and hold meetings with donor countries in their capital cities; official travel for consultations with political counterparts and the provision of briefings to the Security Council in New York; official travel of staff to conferences, seminars, workshops and consultations; and official travel of staff to enable the Middle East and West Asia Division team to carry out political and operational consultations in Kabul.

204. The variance between the 2016 requirements and the 2015 approved budget mainly reflects increased requirements for official travel of the Deputy Special Representative of the Secretary-General for Afghanistan, pillar I (political affairs) to support the Afghan peace and reconciliation process.

	Appropriation 2014-2015	*Estimated expenditures 2014-2015*	*Variance*	*Total requirements 2016*	*Approved budget 2015*	*Variance 2015-2016*
Facilities and infrastructure	64 374.9	63 428.9	946.0	31 741.9	33 935.5	(2 193.6)

205. The provision of $31,741,900 reflects requirements for facilities and infrastructure with respect to:

(a) Acquisitions valued at $1,881,600 comprising: prefabricated facilities, accommodation and refrigeration equipment ($125,500); engineering supplies ($373,800); generators and electrical equipment ($345,000); water purification equipment, septic and fuel tanks and pumps ($60,000); office furniture ($156,700); office and other equipment ($229,800); and field defence, security and safety, firefighting, observation and personal protection equipment ($590,800);

(b) Rental of premises in Kabul and in regions and provinces in Afghanistan, as well as in Islamabad, Tehran and Dubai ($3,807,500);

(c) Utilities and waste disposal services ($673,600);

(d) Maintenance, cleaning, surge support, pest control and waste disposal services, including the cost of the casual labour of electricians and plumbers and of sewage, cleaning and other building maintenance services for all Mission locations ($3,077,500);

(e) Security services estimated at $11,623,800, including:

(i) The Mission share of the cost of armed static guards provided by the Afghan Directorate of Protection and Security Services and private security companies deployed to secure various United Nations compounds in Kabul and throughout the regions ($1,475,800);

(ii) Private security company unarmed guards services to secure UNAMA compounds in Kabul and throughout the regions ($370,700);

(iii) Deployment of private security company armed guards in Kabul and the field offices ($7,362,300);

(iv) Road missions, including meal allowances for armed escorts and the fuel cost of escort vehicles ($235,000);

(v) Deployment of a quick reaction force at seven UNAMA regional offices ($385,600);

(vi) The UNAMA portion of the cost-shared budget of the Department of Safety and Security administered by UNDP ($911,000);

(vii) Canine services, including dogs and dog handlers, based in Kabul and Kandahar ($682,100);

(viii) The Mission share of the cost of security under common security arrangements for the Kuwait Office and the Liaison Office in Tehran ($201,300);

(f) Alteration, renovation and construction services for various Mission locations at headquarters in Kabul and in all field offices ($3,519,900);

(g) Stationery and office supplies ($127,900);

(h) Spare parts for the maintenance of staff accommodation units and office and miscellaneous equipment and spare parts ($715,800);

(i) Field defence supplies to maintain the safety and security of UNAMA premises and staff throughout the Mission area ($65,900);

(j) Petrol, oil and lubricants for generators, based on an estimated consumption of 6.1 million litres of generator fuel, at a rate of $0.9576 per litre ($5,841,360), and oil and lubricants ($366,040);

(k) Sanitation and cleaning materials and supplies for Mission offices and staff accommodation units in Kabul and field offices ($41,000).

206. The variance between the 2016 requirements and the 2015 approved budget mainly reflects the reduced price of fuel for generators, i.e., $1.19 per litre used in 2015 as compared with $0.9576 used for 2016; decreased requirements for construction projects; and decreased requirements for rental of premises in view of the closure of Compound B in Kabul and of the provincial office in Shiberghan.

207. The unencumbered balance in 2014-2015 relates mainly to lower-than-budgeted requirements for security services, particularly a lower-than-anticipated cost of the Quick Reaction Force as it was not activated during 2014.

	Appropriation 2014-2015	*Estimated expenditures 2014-2015*	*Variance*	*Total requirements 2016*	*Approved budget 2015*	*Variance 2015-2016*
Ground transportation	3 597.6	3 546.5	51.1	1 773.9	1 516.7	257.2

208. The provision of $1,773,900 reflects requirements for the ground transportation fleet of the Mission, which comprises 314 vehicles, including 28 light vehicles, 13 medium vehicles, 3 heavy vehicles, 237 armoured civilian vehicles, 10 items of material handling equipment, 2 armoured delivery vans, 5 vehicle attachments, 1 item of airlift equipment, 10 armoured ambulances, 4 armoured VIP vehicles and 1 aircraft towing tractor. Proposed requirements for 2016 include:

(a) The acquisition of additional vehicle workshop equipment and tools for the Mission auto repair shops ($8,900);

(b) The rental of specialized vehicles and heavy equipment for engineering use ($58,100);

(c) Insurance to cover third-party liability for vehicles and items of material handling equipment ($14,600);

(d) Repair and maintenance of vehicles ($500,000)

(e) Spare parts ($558,100);

(f) Petrol, oil and lubricants based on an estimated consumption of 632,100 litres per year for all UNAMA vehicles at a cost of $0.9576 per litre ($605,300) and off-the-road adjustment ($28,900).

209. The variance between the 2016 requirements and the 2015 approved budget mainly reflects increased provisions to cover the cost of repairs and maintenance of vehicles, offset in part by the reduced price of fuel from $1.19 per litre used in 2015 to $0.9576 used for 2016, and the discontinuation of a one-time provision for the acquisition of armoured vehicles.

210. The unencumbered balance in 2014-2015 is mainly due to the reflection of freight costs under the budget line "Other supplies, services and equipment".

	Appropriation 2014-2015	*Estimated expenditures 2014-2015*	*Variance*	*Total requirements 2016*	*Approved budget 2015*	*Variance 2015-2016*
Air transportation	44 006.9	42 422.5	1 584.4	18 589.9	21 937.9	(3 348.0)

211. The provision of $18,589,900 reflects requirements for the Mission air fleet, which comprises six aircraft, three fixed-wing and three rotary-wing, operating a total of 3,000 hours, as follows:

(a) Rental and operation of fixed-wing aircraft ($7,668,100);

(b) Rental and operation of rotary-wing aircraft ($8,452,600);

(c) Petrol, oil and lubricants, based on an estimated consumption of approximately 2 million litres of aviation fuel and 3,000 flight hours at a rate of $1.180 per litre, offset in part by anticipated recoveries from United Nations agencies for the use of UNAMA aircraft ($2,298,100);

(d) Liability insurance ($50,000);

(e) Landing fees and ground handling charges ($57,900);

(f) Air safety equipment and supplies related to air safety ($14,400);

(g) Aircrew subsistence allowance ($13,600);

(h) Air transport services, including air navigation charges for UNAMA flights, charges for air tracking services and aircraft de-icing services ($35,200).

212. The variance between the 2016 requirements and the 2015 approved budget relates mainly to a change in the composition of the fixed-wing fleet, i.e., replacing a DHC-7 with a B-1900D aircraft, which would result in a lower cost of rental and operation of the fleet, and to the lower price of fuel, i.e., a reduction from $1.471 per litre used in 2015 to $1.180 used for 2016.

213. The unencumbered balance in 2014-2015 relates mainly to a change in the composition of the fixed-wing fleet, i.e., replacing a DHC-7 with a B-1900D aircraft, which resulted in an overall lower cost of rental and operation of the fleet, and to an overall reduction in the utilization of the Mission air fleet in 2015, which in turn resulted in lower charges for rental and operation, services and ground handling, and reduced consumption of fuel.

	Appropriation 2014-2015	*Estimated expenditures 2014-2015*	*Variance*	*Total requirements 2016*	*Approved budget 2015*	*Variance 2015-2016*
Communications	9 312.9	9 312.9	–	4 466.7	4 907.4	(440.7)

214. The provision of $4,466,700 reflects requirements for communications with respect to:

(a) The acquisition of additional communications equipment, including handheld radios for the armed security guards of the private company, and the replacement of radios that have reached or exceeded their scheduled life cycle ($245,000);

(b) Commercial communications, including transponder charges, the Mission share of various leased lines established by the Global Service Centre in Brindisi, Internet services, telephone charges and local leased lines, radio frequency licences, post office mailbox in New York and global positioning system tracking services for close protection staff ($3,029,500);

(c) Communications support services, including the cost of a managed support contract with the manufacturer of handheld radios, a centralized wide area network (WAN) communications support service, a global support contract with the Global Service Centre for the provision of videoconferencing, a memorandum of understanding with UNMOGIP for the provision of support services to the liaison offices in Islamabad and Tehran ($338,000);

(d) Spare parts and supplies ($311,200);

(e) The acquisition of broadcasting equipment and services, printing and reproduction, supplies and maintenance, and subscriptions for public information ($543,000).

215. The variance between the 2016 requirements and the 2015 approved budget is mainly due to the exclusion of provisions to cover the one-time radio (TETRA network) centralization cost in 2015, which is no longer required in 2016, and the gradual replacement of satellite-based Internet services with terrestrial optical fibre-based Internet services, offset in part by increased requirements to cover the cost of spare parts and supplies to maintain ageing radio equipment and the additional acquisition of handheld radios.

	Appropriation 2014-2015	*Estimated expenditures 2014-2015*	*Variance*	*Total requirements 2016*	*Approved budget 2015*	*Variance 2015-2016*
Information technology	5 515.2	5 515.2	–	2 407.9	2 490.3	(82.4)

216. The provision of $2,407,900 reflects requirements for information technology with respect to:

(a) The acquisition of laptops and network equipment to replace laptops that have reached or exceeded their scheduled life cycle ($159,600);

(b) The maintenance and support of various software applications and the cost of enterprise licences ($702,300);

(c) The provision of centralized information technology services by the United Nations Global Service Centre in Brindisi and by the Office of Information and Communications Technology in New York, centralized data storage services at the Global Service Centre and outsourcing of uninterruptible power supply maintenance for the Mission ($1,235,300);

(d) Spare parts and supplies ($310,700).

217. The variance between the 2016 requirements and the 2015 approved budget is mainly due to the reflection of freight costs under the budget line "Other supplies, services and equipment" and reduced requirements for the acquisition of information technology equipment and software packages.

	Appropriation 2014-2015	*Estimated expenditures 2014-2015*	*Variance*	*Total requirements 2016*	*Approved budget 2015*	*Variance 2015-2016*
Medical	841.0	841.0	–	619.6	642.9	(23.3)

218. The provision of $619,600 reflects requirements for the provision of medical services to staff deployed to all locations in Afghanistan ($196,300), the acquisition and replacement of medical equipment ($80,000) and medical supplies, including medicines and laboratory supplies ($343,300).

219. The variance between the 2016 requirements and the 2015 approved budget is mainly due to the reflection of freight costs under the budget line "Other supplies, services and equipment" and reduced requirements for the acquisition of medical equipment.

	Appropriation 2014-2015	*Estimated expenditures 2014-2015*	*Variance*	*Total requirements 2016*	*Approved budget 2015*	*Variance 2015-2016*
Other supplies, services and equipment	3 172.4	3 795.2	(622.8)	2 359.1	1 700.1	659.0

220. The provision of $2,359,100 reflects requirements for other supplies, services and equipment with respect to:

(a) Welfare items for the Mission compound in Kabul and field offices, including the maintenance of welfare and recreational facilities, recreation and entertainment equipment and supplies, and other welfare items ($82,800);

(b) Uniforms, flags and decals for security personnel, including uniforms for local security guards and drivers, and safety and protective clothing items and footwear for staff in engineering, transport and supplies, and movement-control areas ($141,100);

(c) Training fees, supplies and services ($113,300);

(d) Official functions for field offices ($23,000);

(e) Hospitality for the use of the Special Representative and Deputy Special Representative of the Secretary-General in supporting their official interactions and those of their senior teams with other international stakeholders ($19,000);

(f) General insurance to provide coverage for cash in transit and for the shipment of equipment and supplies to the Mission area ($49,600);

(g) Bank charges payable to financial institutions in locations where the Mission maintains bank accounts ($853,200);

(h) Miscellaneous claims and adjustments to cover third-party claims for incidents caused by Mission staff in the course of the performance of their official duties and claims for the loss of personal effects ($31,500);

(i) Freight costs, including mail and pouch services, freight forwarding and related costs to cover the shipment of materials and supplies, shipment of equipment and the cost of demurrage and storage and custom clearance ($969,500);

(j) Rations, including the maintenance of the emergency stock of rations (ready-to-eat meals) and the supply of filtered water in the offices for consumption by staff ($76,100).

221. The variance between the 2016 requirements and the 2015 approved budget mainly reflects the inclusion in this budget class of provisions to cover freight costs of all items purchased for the Mission, included under separate individual budget classes until 2015.

222. The overrun in 2014-2015 relates mainly to the recording of freight charges related to all acquisitions of equipment and supplies under this class, following Umoja requirements, whereas freight costs were budgeted under the classes under which the relevant acquisitions were budgeted in 2015.

V. Summary of follow-up action taken to implement relevant recommendations of internal and external oversight bodies and of the Advisory Committee on Administrative and Budgetary Questions

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions	
Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council (A/69/628)	
Upon request, the Advisory Committee on Administrative and Budgetary Questions received a list of 50 positions that had been vacant for over a year as at 30 September 2014, of which 6 positions had been vacant for almost two years or longer (2 in UNAMA and 4 in the Office of the Special Envoy of the Secretary-General for Syria), including 1 vacant for 4 years in UNAMA. **The Advisory Committee recommends the following: a review of the positions in UNAMA in connection with the preparation of the 12-month budget for the Mission. The Committee reiterates the view that, as a matter of overall policy, the continuing requirement for posts that have been vacant for two years or longer should be reviewed and justifications provided for their retention in the proposed programme budget. Otherwise, they should be proposed for abolishment (A/68/7, para. 107). The Committee continues to believe that this policy should also be applied to staffing requirements for special political missions. The Committee reiterates its view that, in his future budget proposals, the Secretary-General should provide information on vacancies, if any, that have existed in the special political missions for two years or longer (A/68/7/Add.10, para. 23). In addition, the Committee recalls that the General Assembly requested the Secretary-General to ensure that vacant posts are filled expeditiously (resolution 66/264, sect. II, para. 21).** (para. 18)	This recommendation is addressed in the report of the Secretary-General (A/70/348)

Brief description of the recommendation	*Action taken to implement the recommendation*
The Secretary-General indicates that, in line with the comments and suggestions of the Committee, efforts continue to be made to adapt and follow, as closely as is practical, the format and presentation of budgets for peacekeeping operations (A/69/363, para. 18). **The Advisory Committee reiterates that the Secretary-General should further improve the presentation, and content as well as the consistency of information in his budget proposals for special political missions by presenting comprehensive information related to cross-cutting issues in a format similar to that of the overview report on the financing of peacekeeping operations, with more detailed supplementary information provided to the Committee, including for the budgets of UNAMA and UNAMI, in order to facilitate the consideration of the issues and decision-making by the General Assembly (A/68/7/Add.10, para. 26).** (para. 34)	The present budget proposal incorporates improvements in terms of presentation and content
Upon enquiry, the Advisory Committee was informed that the three staff on loan were on positions (1 P-5, 1 P-4 and 1 P-3) funded under the support account for peacekeeping operations for 2014/15 as part of the Asia integrated operational team in the Office of Operations of the Department of Peacekeeping Operations. The Committee was further informed that when it was decided to transfer the lead of UNAMA, the exact time frame remained uncertain and that the continuation of the three positions would facilitate the transfer by ensuring continuity and institutional knowledge. The resources for the continued support to the Mission would be included in the 12-month budget proposal for 2015 to be prepared following the review of the mission in early 2015. Subject to the General Assembly's approval of the proposed positions required to backstop the mission at Headquarters, staff currently encumbering the loaned positions would be encouraged to apply for the positions. As to whether the D-1 position under extrabudgetary funding would be continued beyond 12 months, the Committee was informed, upon enquiry, that the mission review, to be conducted in early 2015, would inform the budget submission for 2015, including the need to support UNAMA from Headquarters. Currently, the team to support UNAMA in the Department of Political Affairs comprises the following positions: 1 D-1, 1 P-5, 2 P-4, 1 P-3 and 1 General Service. **The Committee recommends that the staffing requirements for backstopping UNAMA and the funding for those requirements be reviewed both under the support account for peacekeeping operations for 2015/16 and under the 12-month budget for 2015 for UNAMA.** (para. 43)	Five positions (1 D-1, 1 P-5, 1 P-4, 1 P-3 and 1 General Service (Other level)) for backstopping of UNAMA by the Department of Political Affairs were approved as part of the 2015 Mission budget, for the 6-month period from 1 July 2015 to 31 December 2015. The same level of backstopping is proposed in the 2016 budget proposal for UNAMA

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee recalls that the General Assembly, in its resolution 68/247 A, endorsed its recommendation for the Secretary-General to provide the full costs and benefits analysis of the Kuwait Joint Support Office in the budget for 2015 for the special political missions (A/68/7/Add.10, para. 38). According to the Secretary-General, the lack of full and considered resource requirements for UNAMA has meant that the cost-benefit analysis of shared services in the Kuwait Joint Support Office would not be comprehensive at this point (A/69/363, para. 94). Upon enquiry, the Advisory Committee was informed that as a result of lower costs of international staff in Kuwait compared to those in Afghanistan and Iraq, savings from personnel-related costs amounted to an annual $1.4 million and the benefits of the remote service provision were first realized in 2013 and remained a recurring benefit for the Organization. **The Advisory Committee is of the view that a cost-benefit analysis of shared services in the Kuwait Joint Support Office could have been undertaken for the period since its inception. The Committee regrets that the Secretary-General has not fulfilled the request of the General Assembly and recommends that the Assembly request the Secretary-General to do so in his report on the next budget for special political missions.** (para. 56)	This recommendation is addressed in the report of the Secretary-General (A/70/348)
The Advisory Committee notes that the Secretary-General's interim proposal for UNAMA for 2015 (A/69/363/Add.4) is very brief and contains no detailed information with regard to results-based-budgeting frameworks, actual and projected expenditure, staffing changes, vacancy rates, efficiency measures and other details pertaining to the Mission's performance in 2014. The Committee would have expected such details to be included in any budget document in order to facilitate its review of the Mission's budget performance during the 2014 financial period. **The Committee is of the view that the Secretary-General's present submission contains insufficient budgetary information, which, in the Committee's view, amounts to requesting resources without adequate justification. The Committee recalls that it has made similar observations in its previous reports (A/67/604, para. 209) and expects that detailed information on the budgetary performance of the Mission will be included in future budget proposals.** (para. 179)	The present proposal includes additional detailed information on the performance of the Mission in 2015 and expected performance in 2016, including results-based-budgeting frameworks, actual and projected expenditure, staffing changes, vacancy rates and efficiency measures
Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council (A/69/628/Add.2)	
The Advisory Committee is of the view that the information contained in the proposed budget of the Secretary-General lacks clarity with regard to the structures, functions and capacity of the UNAMA Support Office in Kuwait and the Kuwait Joint Support Office. The Committee recommends that the General Assembly request the Secretary-General to improve the presentation of the information contained in future budget submissions, including also the UNAMI Support Office in Kuwait. (para. 25)	Details of both UNAMA and UNAMI staff based in the Kuwait Joint Support Office are provided in the present report, including the organizational chart with positions financed by UNAMA

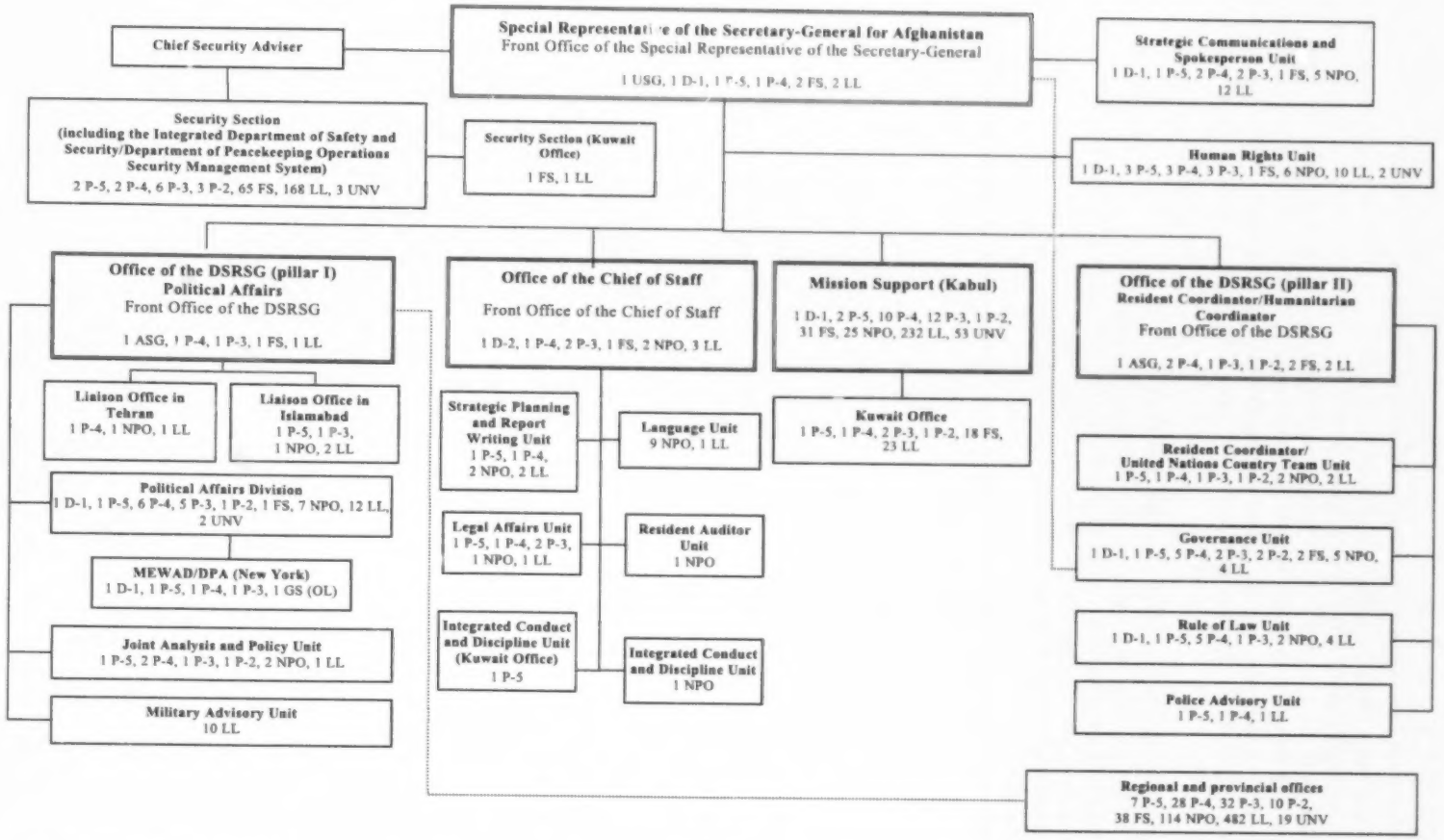
Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee expects that the classification exercise will serve as an objective means to align existing job functions with their appropriate levels. The Committee trusts that positions for all special political missions will be classified as soon as possible and recommends that the General Assembly request the Secretary-General to report in the proposed budget for 2016 on the progress made in this regard. (para. 38)	The UNAMA mission-wide post classification is in process and preliminary classification results are awaited from the Organizational Design and Classification Unit of the Department of Field Support Field Personnel Division
With respect to the use of the term "international armed guards", the Advisory Committee recalls that at UNAMA these guards are in fact contractual personnel of private security firms providing services to the United Nations (see A/68/7/Add.10, para. 180). Upon enquiry, the Committee was informed that in addition, such contractual personnel include some armed static guards and quick-reaction force guards as well as some unarmed guards and canine services. The Committee also recalls that it expressed its expectation that the Secretary-General would clearly distinguish in all budget proposals between requirements for the armed guards provided by police- and troop-contributing countries and those obtained from private security companies, as appropriate. **The Advisory Committee notes that the Secretary-General has not provided clear information on all contractual personnel of private security firms in the proposed budget for UNAMA for 2015, and urges him to do so in future budget submissions. The Committee reiterates its view that, in the light of the fact that the name "United Nations guards" is used to refer to personnel provided by police- and troop-contributing countries, it is not appropriate to use the term "international armed guards" to refer to private security personnel (ibid.).** (para. 43)	In accordance with this recommendation, UNAMA no longer uses the term "international armed guards" and has replaced it with the term "private security company (PSC)-contracted armed guards"
Furthermore, the Advisory Committee recalls that, in its report on the use of private security, it had recommended that the relevant committees of the General Assembly consider the United Nations policy on the use of armed private security companies (see A/67/624, para. 25), and also recalls section V of General Assembly resolution 67/254 A, in which the Assembly stressed the importance of ensuring that all measures necessary were taken to avoid legal and reputational risks for the Organization in using armed security services of private security companies. In the same resolution, the Assembly also requested the Secretary-General to provide clarification on the operational criteria for when the use of armed security services from private security companies could be appropriate for United Nations operations at Headquarters and field locations and to report thereon in the relevant reports to the Assembly. **The Advisory Committee reiterates its recommendation that the General Assembly request the Secretary-General to provide information on the use of private security companies in all future budgets for special political missions (see A/68/7/Add.10, para. 180).** (para. 44)	All private security company-contracted armed guards, engaged by UNAMA are authorized on the basis of a security risk assessment signed by the Under-Secretary-General for Security on behalf of the Secretary-General. Further, all private security companies that bid for this function are rigorously assessed, as part of the technical assessment, to ensure that they pose no legal or reputational risks to the organization

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee reiterates that resources for official travel should be utilized judiciously in the interest of the Organization and that the primary consideration in authorizing official travel should be whether direct face-to-face contact is necessary for mandate implementation. If not, alternative means of communication should be employed (see A/69/787, para. 29). (para. 48) **Furthermore, the Advisory Committee is of the view that measures such as the consolidation of trips and alternative means of communication will not only contribute to the more efficient use of financial resources, but also reduce the disruptive effect that frequent or extended absences from missions can have on the day-to-day work of staff.** (para. 49)	UNAMA will ensure that staff members travelling on "non-training" travel relating to participation in workshops, conferences and knowledge-sharing activities will be issued with economy class tickets regardless of travel time

Annex I

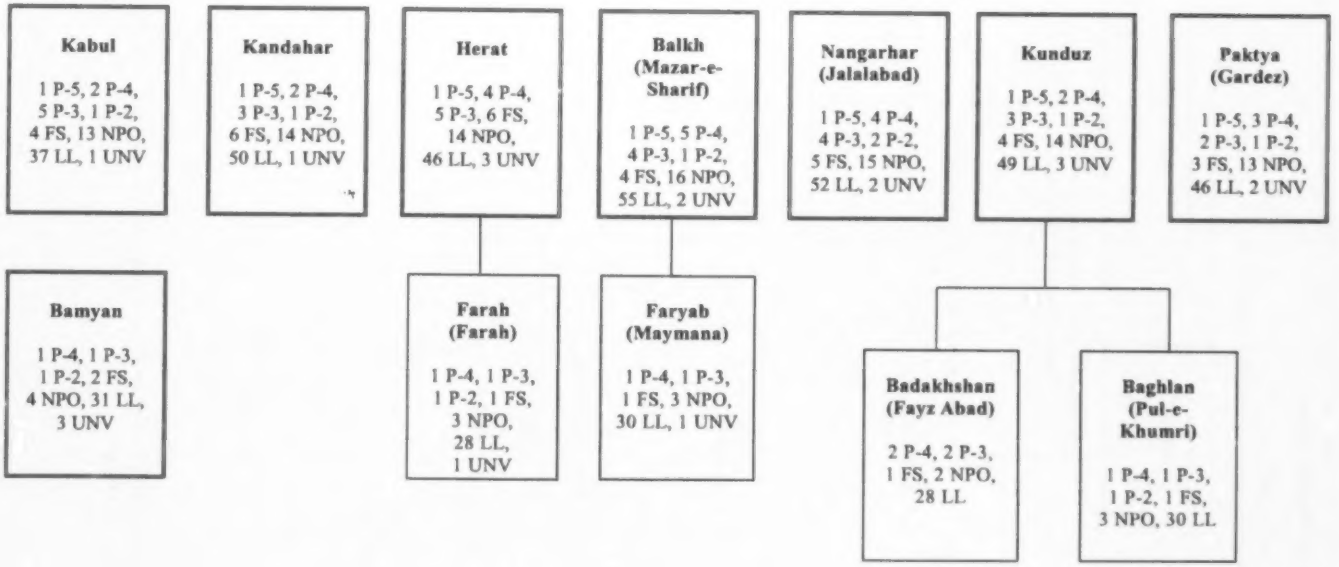
Organization charts

A. United Nations Assistance Mission in Afghanistan

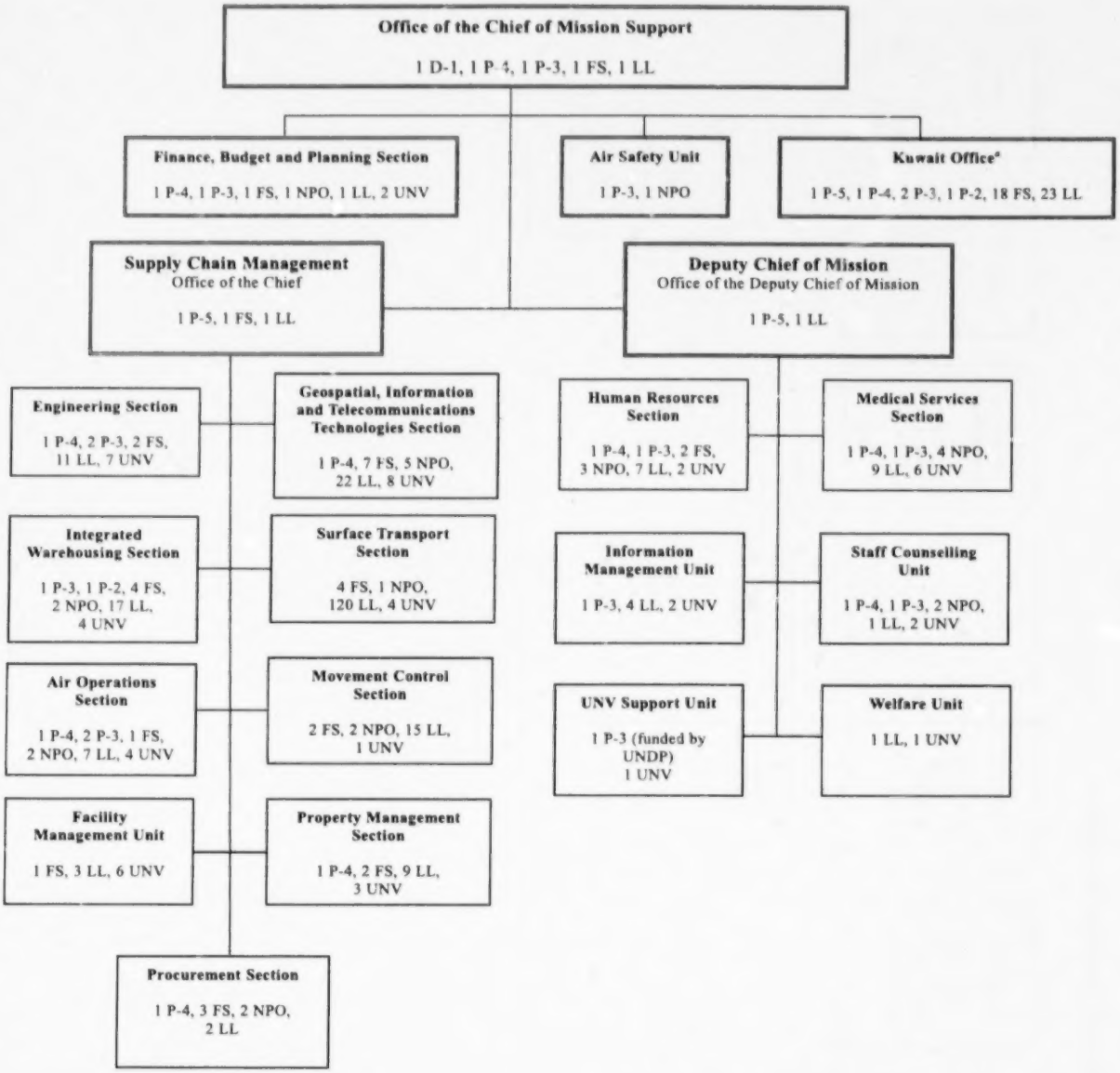

Chief Security Adviser
Special Representative of the Secretary-General for Afghanistan
Front Office of the Special Representative of the Secretary-General
1 USG, 1 D-1, 1 P-5, 1 P-4, 2 FS, 2 LL
Strategic Communications and Spokesperson Unit
1 D-1, 1 P-5, 2 P-4, 2 P-3, 1 FS, 5 NPO, 12 LL
Security Section
(including the Integrated Department of Safety and Security/Department of Peacekeeping Operations Security Management System)
2 P-5, 2 P-4, 6 P-3, 3 P-2, 65 FS, 168 LL, 3 UNV
Security Section (Kuwait Office)
1 FS, 1 LL
Human Rights Unit
1 D-1, 3 P-5, 3 P-4, 3 P-3, 1 FS, 6 NPO, 10 LL, 2 UNV
Office of the DSRSG (pillar I)
Political Affairs
Front Office of the DSRSG
1 ASG, 1 P-4, 1 P-3, 1 FS, 1 LL
Office of the Chief of Staff
Front Office of the Chief of Staff
1 D-2, 1 P-4, 2 P-3, 1 FS, 2 NPO, 3 LL
Mission Support (Kabul)
1 D-1, 2 P-5, 10 P-4, 12 P-3, 1 P-2, 31 FS, 25 NPO, 232 LL, 53 UNV
Office of the DSRSG (pillar II)
Resident Coordinator/Humanitarian Coordinator
Front Office of the DSRSG
1 ASG, 2 P-4, 1 P-3, 1 P-2, 2 FS, 2 LL
Liaison Office in Tehran
1 P-4, 1 NPO, 1 LL
Liaison Office in Islamabad
1 P-5, 1 P-3, 1 NPO, 2 LL
Strategic Planning and Report Writing Unit
1 P-5, 1 P-4, 2 NPO, 2 LL
Language Unit
9 NPO, 1 LL
Kuwait Office
1 P-5, 1 P-4, 2 P-3, 1 P-2, 18 FS, 23 LL
Resident Coordinator/ United Nations Country Team Unit
1 P-5, 1 P-4, 1 P-3, 1 P-2, 2 NPO, 2 LL
Political Affairs Division
1 D-1, 1 P-5, 6 P-4, 5 P-3, 1 P-2, 1 FS, 7 NPO, 12 LL, 2 UNV
Legal Affairs Unit
1 P-5, 1 P-4, 2 P-3, 1 NPO, 1 LL
Resident Auditor Unit
1 NPO
Governance Unit
1 D-1, 1 P-5, 5 P-4, 2 P-3, 2 P-2, 2 FS, 5 NPO, 4 LL
MEWAD/DPA (New York)
1 D-1, 1 P-5, 1 P-4, 1 P-3, 1 GS (OL)
Integrated Conduct and Discipline Unit (Kuwait Office)
1 P-5
Integrated Conduct and Discipline Unit
1 NPO
Rule of Law Unit
1 D-1, 1 P-5, 5 P-4, 1 P-3, 2 NPO, 4 LL
Joint Analysis and Policy Unit
1 P-5, 2 P-4, 1 P-3, 1 P-2, 2 NPO, 1 LL
Police Advisory Unit
1 P-5, 1 P-4, 1 LL
Military Advisory Unit
10 LL
Regional and provincial offices
7 P-5, 28 P-4, 32 P-3, 10 P-2, 38 FS, 114 NPO, 482 LL, 19 UNV

Abbreviations: SRSG, Special Representative of the Secretary-General; DSRSG, Deputy Special Representative of the Secretary-General; USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; LL, Local level; UNV, United Nations Volunteer.

B. Regional and provincial offices

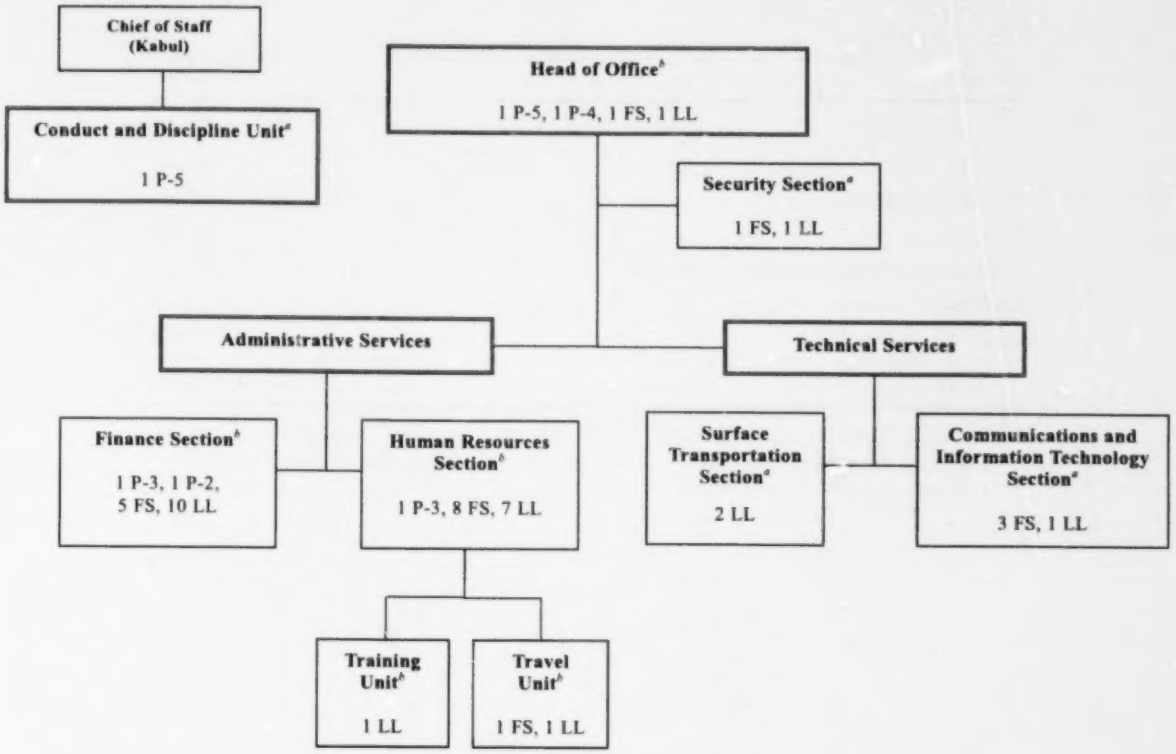

Kabul
1 P-5, 2 P-4, 5 P-3, 1 P-2, 4 FS, 13 NPO, 37 LL, 1 UNV
Kandahar
1 P-5, 2 P-4, 3 P-3, 1 P-2, 6 FS, 14 NPO, 50 LL, 1 UNV
Herat
1 P-5, 4 P-4, 5 P-3, 6 FS, 14 NPO, 46 LL, 3 UNV
Balkh (Mazar-e-Sharif)
1 P-5, 5 P-4, 4 P-3, 1 P-2, 4 FS, 16 NPO, 55 LL, 2 UNV
Nangarhar (Jalalabad)
1 P-5, 4 P-4, 4 P-3, 2 P-2, 5 FS, 15 NPO, 52 LL, 2 UNV
Kunduz
1 P-5, 2 P-4, 3 P-3, 1 P-2, 4 FS, 14 NPO, 49 LL, 3 UNV
Paktya (Gardez)
1 P-5, 3 P-4, 2 P-3, 1 P-2, 3 FS, 13 NPO, 46 LL, 2 UNV
Bamyan
1 P-4, 1 P-3, 1 P-2, 2 FS, 4 NPO, 31 LL, 3 UNV
Farah (Farah)
1 P-4, 1 P-3, 1 P-2, 1 FS, 3 NPO, 28 LL, 1 UNV
Faryab (Maymana)
1 P-4, 1 P-3, 1 FS, 3 NPO, 30 LL, 1 UNV
Badakhshan (Fayz Abad)
2 P-4, 2 P-3, 1 FS, 2 NPO, 28 LL
Baghlan (Pul-e-Khumri)
1 P-4, 1 P-3, 1 P-2, 1 FS, 3 NPO, 30 LL

C. Mission Support (Kabul)


Office of the Chief of Mission Support
1 D-1, 1 P-4, 1 P-3, 1 FS, 1 LL
Finance, Budget and Planning Section
1 P-4, 1 P-3, 1 FS, 1 NPO, 1 LL, 2 UNV
Air Safety Unit
1 P-3, 1 NPO
Kuwait Office[a]
1 P-5, 1 P-4, 2 P-3, 1 P-2, 18 FS, 23 LL
Supply Chain Management
Office of the Chief
1 P-5, 1 FS, 1 LL
Deputy Chief of Mission
Office of the Deputy Chief of Mission
1 P-5, 1 LL
Engineering Section
1 P-4, 2 P-3, 2 FS, 11 LL, 7 UNV
Geospatial, Information and Telecommunications Technologies Section
1 P-4, 7 FS, 5 NPO, 22 LL, 8 UNV
Human Resources Section
1 P-4, 1 P-3, 2 FS, 3 NPO, 7 LL, 2 UNV
Medical Services Section
1 P-4, 1 P-3, 4 NPO, 9 LL, 6 UNV
Integrated Warehousing Section
1 P-3, 1 P-2, 4 FS, 2 NPO, 17 LL, 4 UNV
Surface Transport Section
4 FS, 1 NPO, 120 LL, 4 UNV
Information Management Unit
1 P-3, 4 LL, 2 UNV
Staff Counselling Unit
1 P-4, 1 P-3, 2 NPO, 1 LL, 2 UNV
Air Operations Section
1 P-4, 2 P-3, 1 FS, 2 NPO, 7 LL, 4 UNV
Movement Control Section
2 FS, 2 NPO, 15 LL, 1 UNV
UNV Support Unit
1 P-3 (funded by UNDP)
1 UNV
Welfare Unit
1 LL, 1 UNV
Facility Management Unit
1 FS, 3 LL, 6 UNV
Property Management Section
1 P-4, 2 FS, 9 LL, 3 UNV
Procurement Section
1 P-4, 3 FS, 2 NPO, 2 LL

[a] Kuwait Office does not include 1 P-5 for the Integrated Conduct and Discipline Unit, which report to the Chief of Staff (Kabul); and 1 FS and 1 LL, which report to Security Section (Kabul).

D. Kuwait Office (including the UNAMA Support Office in Kuwait and the Kuwait Joint Support Office)



[a] Component of the UNAMA Support Office in Kuwait.
[b] Component of the Kuwait Joint Support Office.

Annex II

Estimated cost of security for 2016

(United States dollars)

Description	*Estimated cost*
International staff[a]	18 553 600
National staff[b]	12 688 300
United Nations Volunteers[c]	130 600
Security services	11 623 800
Acquisition of security and safety equipment	679 500
Uniforms and training	119 400
Field defence stores	75 800
Total	**43 871 000**

[a] Including 108 international positions (2 P-5, 2 P-4, 13 P-3, 3 P-2/1 and 88 Field Service).
[b] Including 401 national positions (6 National Professional Officer and 395 Local level).
[c] Including 3 United Nations Volunteers.

Annex III

Information on 2015 substantive activities of the United Nations agencies, funds and programmes working on programmatic matters (integrated when applicable) in collaboration with the United Nations Assistance Mission in Afghanistan

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
Platform to launch substantive activities of the United Nations agencies, funds and programmes	• Food and Agriculture Organization of the United Nations • International Atomic Energy Agency • International Fund for Agriculture Development • International Labour Organization • International Organization for Migration • Joint United Nations Programme on HIV/AIDS • Office for the Coordination of Humanitarian Affairs • UNDP • Department of Safety and Security • United Nations Environment Programme • United Nations Educational, Scientific and Cultural Organization • United Nations Population Fund	The budget amounting to $369,573 supports one National Officer and coordination funding, including for the United Nations Development Assistance Framework and related coordination functions, including United Nations Development Assistance Framework working groups and the related integrated annual workplans carried out by the United Nations country team.	The Office of the Resident Coordinator, as part of an integrated structure, is housed in UNAMA and coordinates development activities and provides guidance to all United Nations agencies, funds and programmes throughout Afghanistan. The existing mechanisms include working groups for United Nations programme delivery frameworks. That includes the United Nations Development Assistance Framework, the related integrated annual workplans with a focus on thematic working groups on cross-cutting issues. The overall national mechanism through which the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator) leads and coordinates all United Nations agencies is the United Nations country team.

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
	• Office of the United Nations High Commissioner for Refugees		
	• United Nations Children's Fund		
	• United Nations Conference on Trade and Development		
	• United Nations Human Settlements Programme		
	• United Nations Mine Action Service		
	• United Nations Office on Drugs and Crime (UNODC)		
	• OHCHR		
	• United Nations Office for Project Services		
	• United Nations Entity for Gender Equality and the Empowerment of Women		
	• World Food Programme		
	• United Nations Industrial Development Organization		
	• World Health Organization		
	• Asian Development Bank		
	• International Monetary Fund		
	• World Bank		

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
United Nations electoral support	UNDP	The UNDP electoral assistance project, ELECT II, with the Independent Election Commission and the Independent Electoral Complaints Commission as implementing agencies, focuses on building infrastructure and technical expertise in the local electoral management body, ensuring more sustainable elections in the future. The estimated overall budget for 2014 was $140,000. In particular, during 2014, there was a focus on operational capacity-building and planning, voter registration and infrastructure improvements at headquarters in Kabul and at the provincial level to support presidential and provincial council elections. ELECT II is currently undergoing a major restructuring and revamping for 2015/2016 in view of the fact that donors have indicated that funding will be reduced significantly to the Afghan electoral management bodies in the absence of an electoral calendar and progress on reforms and have requested that a scale-down be initiated. Donors are also looking for increased funding of elections by the Government of Afghanistan to ensure sustainability.	Pursuant to its mandate, UNAMA supports increased integrity, inclusiveness and sustainability of future elections and thus provides in-depth political analysis, seeks to ensure coherence in international assistance efforts and acts to support Afghan institutions and relations between them in carrying out their constitutionally mandated roles. The UNDP ELECT II project provides technical support through staff co-located with the Independent Elections Commission to enhance capacity to develop and implement elections. The main existing mechanisms are: • Project Board, co-chaired by the Independent Elections Commission and UNDP/UNAMA. Members include donors and key domestic stakeholders, as required • United Nations Internal Elections Coordination Group, ensuring cross-mission and agency coherence of approach, including UNDP and UNAMA • Videoconferencing with Headquarters in New York, with the participation of UNAMA, UNDP ELECT II, UNDP, and the Department of Political Affairs.

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
Human rights	OHCHR	A contribution in the amount of $248,000 has been received from OHCHR for 2015 to support the overall human rights programme. Weekly situation reports, mid-year and annual progress reports, monthly financial reports and mid-year reports on budget allocation and activities are provided to OHCHR.	The overall funding allocated by OHCHR supports a number of technical and advocacy-related initiatives across the portfolio of human rights programmes, including protection of civilians and implementation of the law on the elimination of violence against women and women's access to justice; prevention and ending of torture and arbitrary detention in Afghan detention facilities; child protection; and facilitation of an inclusive rights-based peace and reconciliation process through facilitation of the Afghan People's Dialogue on Peace led by Afghan civil society. Those activities include documentation and reporting, including through database management, capacity-building of key partners and staff and outreach through a range of methods to key stakeholders, particularly in remote and unsafe areas, all of which are incorporated into the annual work plan of the UNAMA Human Rights Unit.
Afghan Peace and Reintegration Programme	UNDP	Total contributions amounting to $212,180,504 were received in 2014-2015 for the Afghanistan Peace and Reintegration Programme. UNDP is responsible for the programming of the funds received under "window B", which currently amounts to $131,766,485. The following contributions have been made by donor Governments to support the project: • Australia: $11,970,000 • Denmark: $7,961,741 • Estonia: $43,085 • Finland: $2,470,000 • Germany: $39,535,469 • Italy: $5,683,656	UNAMA provides support to the Afghanistan Peace and Reintegration Programme and is engaged with stakeholders on policy issues, including contributing to reviewing Afghanistan peace and reintegration projects as a member of the Technical Committee. UNDP supports the Afghanistan Peace and Reintegration Programme by assisting the High Peace Council joint secretariat and its provincial structures in expanding its outreach, reintegration and community recovery components to promote peace, reconciliation and security in Afghan communities. UNDP works closely with the joint secretariat field operations, finance and development units to plan, implement and monitor the different components of the programme. UNDP technical support is provided to the joint secretariat at the central level and to the provincial joint secretariat teams at the provincial level through six regional offices.

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
		• Japan: $67,055,941 • Netherlands: $2,500,000 • Republic of Korea: $1,000,000 • Spain: $6,666,667 • United Kingdom of Great Britain and Northern Ireland: $15,930,933 • United States of America: $50,000,000	
Coordination and advocacy on counter-narcotics issues	UNODC	Financial resources provided by donors to the UNODC country programme in 2015 amounted to approximately $13.6 million to support various programmes aimed at building the capacity of the Government on counter-narcotics issues and work on alternative livelihoods. Financial resources provided by donors to the UNODC Regional Programme for Afghanistan and Neighbouring Countries in 2015 amounts to approximately $7.4 million.	• UNODC is the leading United Nations agency responsible for implementing programmes related to counter-narcotics issues, combating transnational crime and anti-corruption issues. Security Council resolution 2145 (2014) highlighted the importance of cooperation between UNAMA and UNODC in that regard. The UNODC country programme for Afghanistan (2012-2015) aims to contribute to the stability and development of Afghanistan by strengthening the criminal justice system and the counter-narcotics efforts and capacity of the Government of Afghanistan. The country programme for 2016-2019 is currently under development. • The regional programme for promoting counter-narcotics efforts in Afghanistan and neighbouring countries for 2011-2015 is a framework for coherent action and greater impact in the region to promote regional cooperation between Afghanistan and its neighbours. It also aims to enhance regional-level counter-narcotics capacities by improving coordination and facilitating new and ongoing regional initiatives, such as the confidence-building measures within the Istanbul Process, the Triangular Initiative,

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
			and the Afghanistan, Kyrgyzstan and Kazakhstan Initiative. Phase II of the regional programme for 2016-2019 is currently under development. • The United Nations system task force on transnational organized crime and drug trafficking as threats to security and stability, established by UNODC and UNAMA, continues to support inter-agency cooperation on organized crime.
Medical emergency response team	• UNAMA • UNDP • Resident Coordinator/United Nations country team	• The project will receive $300,000 in 2014-2015 from the United Nations country team cost share mechanism, which will support the purchase of two mobile trauma stabilization facilities. The UNAMA share under this mechanism amounts to $83,500.	The project seeks to support the establishment of a medical emergency response team, which will provide an efficient emergency medical capacity to support United Nations and international humanitarian operations within Afghanistan and improve the national emergency medical capacity to serve the Afghan population.
		• UNDP manages the service contract, while UNAMA hosts the specialized trauma medical personnel in its compounds. • Donors, particularly the United Kingdom, Sweden and Netherlands, have indicated they will provide additional financial support. The project requires $2.25 million to cover the cost of personnel and an additional $825,000 for trauma stabilization facilities.	The United Nations country team recognizes that the evolving security environment, the closure of provincial reconstruction teams and the transitional environment in which the United Nations currently operates have resulted in the need to improve medical support for United Nations and humanitarian workers, along with mass casualty incident preparedness and response capacity within the national medical infrastructure. The establishment of a self-sustained medical emergency capacity in the provinces, with advanced trauma care and stabilization facilities, including training provided to national medical and hospital facilities in trauma response, as well as ongoing support during aero-medical evacuation of casualties to Kabul, will benefit not only the United Nations and the humanitarian community, but will also provide in extremis support to partners and donors.

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
			With United Nations country team cost share and donor funding, UNDP will establish a contract with a specialized service provider, who will place specialized trauma paramedics throughout key provinces in Afghanistan, within UNAMA and UNDP compounds. Partners and donors will be able to sign separate service agreements with the service provider to address any insurance/liability issues. The Resident Coordinator and the Risk Management Unit will support monitoring activities to ensure the effective implementation and management of the medical emergency response team.